

**Cross-Cultural Adjustment of Expatriate Managers:  
A Comparative Study of Australian Managers Working in  
Korea and Korean Managers Working in Australia**

**A Thesis**

**By**

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**This thesis is presented for the award of the Degree of**

**DOCTOR OF BUSINESS ADMINISTRATION**

**of**

**Murdoch University**

**2008**

## **DECLARATION**

I declare that this thesis is my own account of my research and contains as its content work which has not previously been submitted for a degree at any tertiary education institution.

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## **ACKNOWLEDGEMENTS**

First of all, I would like to extend my sincere thanks to my two co-supervisors, Dr. Antonia Girardi and Dr. Steve Ward of Murdoch University, who have helped me a great deal, not to mention their patience and kind understanding, in diagnosing my struggle with accuracy and guiding me to complete my long journey with efficiency and full commitment. Without their expertise, patience and guidance, this thesis would not have eventuated.

My aged mother had been quietly praying for me and has patiently helped me to go through ups and downs in my life. My son, Daniel, has constantly reminded me of the importance of completing what I have started, and he has been a great inspiration and helper in many ways during the entire process. I would like to share the joy of completing this thesis with my late parents and two sons, Daniel and James.

My sincere thanks goes to my colleagues at Curtin University of Technology (Professor Will Christensen, Miss Jenny Lalor, and Dr. Kye-Hyun Kwun), Swami Lakshmi Ananda from Chiltern Yoga Trust, Mr. And Mrs. Peters, and my earlier supervisors Professor Roger Smith of University of Western Australia and Associate Professor Richard Joseph of Murdoch University. Importantly, my deep thanks go to many Australian and Korean expatriate executives, managers and diplomats based in Australia and Korea, who had kindly and patiently filled out my very lengthy questionnaire. Thank you and God bless you.

## **ABSTRACT**

International assignments are increasingly important in the global business world but many assignments end up in failure causing heavy losses on many expatriates and their organizations. This study employs a multi-dimensional approach, as suggested by much of the literature on international assignments of Australian expatriates in Korea and Korean expatriates in Australia.

Hierarchical regression indicated that their expatriate success in performance can be accurately predicted by 'Family Adaptation' how well the family adapted to the overseas location, 'Nationality' where Korean respondents reported a much higher level of family adaptation with the move compared to Australian managers, and 'Age' that older managers were more likely to report success with an overseas posting. 'Family adaptation' with overseas work assignments, was determined by the level of 'Spouse Agreement' and 'Nationality.'

Overall, Korean expatriates rated their own performance and level of adaptation much higher than those of Australians in all measurement categories. The Korean group may have outperformed the Australian expatriate group in adjustment and performance, possibly due to their strength in language skills, educational level, religious and socialization commitments, situation-orientation, but most importantly, due to the stability in family and spouse relationships. The outcome suggests that organizations should address the issues related to spouse adjustment in order to ensure successful expatriate operations, from the stage of accepting assignments to the repatriation stage. There is some evidence at least in this research to suggest that these findings need to be replicated with larger samples and considered in future management policy.

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# CHAPTER ONE

## INTRODUCTION

International assignments are vital for business success in this fast globalizing world, and the success of expatriates is critical to many organizations operating internationally. The aim of this research is to investigate what influences expatriate success whilst on international assignment.

### 1.1 Research Background

One significant trend of globalization today is the converging nature of doing business and managing resources. Global communication and travel, the Internet and computer technologies are accelerating the convergence of business practices and resources. As Mendenhall, Punnett and Ricks (1995:316) put it, convergence refers to '*a trend that encourages countries to share common values and become more alike.*' However, the fundamentals of who we think we are and our attitudinal and behavioral manifestations are often resistant to such convergence. On the one hand, therefore the strong power of globalization with its converging nature pushes more business people and their families into foreign countries while, on the other hand, core cultural values and behaviors with their diverging nature pulls business people towards a more traditional outlook.

During the past few decades, the world has been rapidly integrating towards economic globalization accompanied by a significant increase in cross-cultural business interactions between nations and organizations. The globalizing nature of business requires an increasingly large number of expatriate representatives or managers to work in different cultures and countries, where people operate under a different set of values, behaviors and business practices. Unfortunately, many expatriate managers do not perform their overseas assignments satisfactorily due to various reasons, causing a significant loss not only to their organizations, but also to the expatriates themselves and their family members. Therefore, there are two major concerns for organizations: one is the high cost of engaging expatriates (Krell 2005) and two is the high rate of failures (Jack and Stage 2005; McFarland 2006).

There are many reasons why expatriates fail in their international assignments. Some expatriates are repatriated well before their assigned period and others maintain their positions without being effective in their assignments. The unsatisfactory nature of their international assignments results in both tangible and intangible business loss, premature return, marginal performance, stress and emotional problems, and family-related concerns. Some researchers, for example, such as Adler (1986) and Punnett (1997) reported that a significant portion of expatriate candidates are rejecting overseas assignments, and that brings considerable constraints to international organizations. Unfortunately, they do not have a large enough pool of suitable candidates to look after the increasing number of international operations.

The main challenge for the expatriate community is not so much to accommodate changes in efficiency and technology so as to enhance technical competence, but to focus more on human or non-work factors, such as personal, family and cross-cultural issues (Black and Gregerson 1990; Hackman and Oldham 1975; Feldman and Thomas 1992; Tung 1981). It is this human factor that is considered less by organizations in operating international assignments. In support of the importance of the human factor, Tung (1988:1) commented that *'a common denominator, underlying the best-run companies in the United States, is the emphasis those firms place on human resource management.'*

Traditionally, international expatriate operations tended to move from the well-off and advanced nations to the needy and developing nations, and therefore there was relatively little need to recognize cross-cultural differences when deploying expatriates. Such a trend was well reflected through the traditional image of the U.S. corporate operations throughout the world, as noted by Tung (1988:1), who said that *'U.S. companies generally have emphasized the management of capital and technology, often relegating human resource development to a secondary position in their overall corporate strategic planning.'*

However, in recent years, the flow of expatriate operations has become global and multifaceted, and the level of global competition amongst nations is unprecedented in terms of magnitude and complexity. As a result, an alarming proportion of expatriate managers who are assigned overseas do not succeed in their tasks. An alarming finding came from Copeland and Griggs (1985), who reported that between approximately 30

to 50 percent of American expatriates, on an average annual compensation package of US\$250,000, are considered ineffective or only marginally effective. These investigations are further supported by a study on international assignments by Tung (1982) who reported 16 to 40 percent of all American employees on international assignment return prematurely, and also by Price Waterhouse (1997) that claimed that 65 percent of the 184 companies investigated reported at least some failures. Therefore, it is vital for organizations to understand what leads to failures and what constitutes expatriate success.

## **1.2 Justifications for Research**

In the last two decades, there has been a rapid increase in comparative cross-cultural management research in international human resources management, including research done by Hofstede (1984) and Trompenaars (1993) on culture, and Adler (1986; 1991; 1997; 2002), and Tung (1982) on international human resources management. These researchers recognized and highlighted cross-cultural differences as a key to enhancing efficiency in international operations. Mendenhall et al (1995) reported that expatriate failures are closely linked with cross-cultural factors. Hodgetts and Luthans (2000) also emphasized the importance of understanding cross-cultural differences, arguing that parochialism that attempts to replicate home country ways in foreign settings clearly does not work. Such ways, they contended, are not usually transferable to other countries.

Therefore, it is vital to have a comprehensive outlook on both work and non-work factors in understanding what constitutes expatriate success and how important they are, since the majority of expatriates' failures are attributed to the adjustment problems of expatriates and their families. As Bell and Harrison (1996) indicated, international human resource management researchers have largely focused on organizational issues such as expatriate selection and training. However, they argued, organizations and other stakeholders in expatriate operations need to look further into the expatriation process with a more comprehensive or holistic view so that the entire network of related factors can be included (such as family, organization and community) and ensure sustainable success for all who are involved in the process. Therefore, there is a strong need not only to look at organizational factors such as selection/recruitment and leadership but also to look at personal and family factors, cross-cultural competence and business performances of expatriates.

### **1.3 Statement of the Research Problem**

In general, research on expatriate adjustment has been building up since the 1970s but the last decade has shown a significant increase in research into cross-cultural or international adjustment. However, as Black and Mendenhall (1990) reported, the majority of the writings on international adjustment have been mainly anecdotal in nature, rather than looking at the phenomenon empirically or theoretically. As a result, there is still a major deficiency in our understanding and investigation of the diverse nature of the expatriate adjustment process.

Further, the vast majority of the existing literature on international adjustment and cross-cultural adaptation has been written from the perspectives of the Western business community. Many of the adjustment attributes for expatriates have been tested with a model that is not comprehensive enough, and at best can only be applied to American managers from the West, and Japanese or Hong Kong Chinese managers from the East (Goldman 1992; Gregersen and Black 1996; Selmer 2002). The research records on the Eastern business communities are almost insubstantial, with the exception of the Japanese expatriate managers. In recent years, the scope and diversity of cross-cultural management research has expanded. In the case of the East, the focus on international management research has moved from Japan to China (Adler 2002; Selmer 1999a; Selmer 1999b; Selmer 2002). Leading figures in this movement have been Selmer (1999a), who published four articles on expatriates on China in 1999 alone; and Adler (2002) who released a new book titled *“From Boston to Beijing: Managing with a world view.”* A similar trend is happening also in the West, where the scope of expatriate research is expanding to other areas, including, Australia, with research conducted by Sheehan and Johnson (1992), Sagiadellis and D’Netto (1997), and Neilson (2002).

Recently, there has been increasing recognition of the need to look at family issues, especially spouse adjustment, or dual career concerns, and children’s education and adjustment, as major determinants of successful cross-cultural adjustment and expatriate success (Forster 1994; Harvey 1995; Caligiuri et al 1998; Neilson 2002; Copeland and Norell 2002). There has also been growing recognition of the need to examine repatriation, as the topic has been, until now, quite neglected. Recent cross-

cultural and cross-national comparative studies on expatriate management tended to cover family and repatriation issues (Forster 1994 and Neilson 2002). Also, researchers have looked at psychological and personal attributes as determinants of expatriate and family adjustment. Therefore, it is increasingly evident that a comprehensive, holistic or multi-dimensional approach is crucial if we are to comprehend the process of expatriate adjustment and adaptation. It is also crucial that we expand the scope of research geographically and socially by diversifying into relatively under-researched groups such as Koreans and/or Australians. The broader research base will further enhance our understanding of the process of cross-cultural adjustment for successful international assignment, and thereby contribute to the well-being of expatriates and their families, and ultimately corporate success.

This research contributes to the literature on international human resource management by focusing on family relationship, organizational and cross-cultural issues to understand how expatriate success can be achieved. Between Australia and Korea, the bilateral trading relationship remains strong, Korea being the third largest export market for Australia and Australia being the major source of natural resources for Korea's industrial activities (Department of Foreign Affairs and Trade 2006). Hence, the number of expatriates, students and tourists between the two countries are increasing rapidly, so is the need therefore for understanding each other. As such, this study addresses the following 'Research Questions':

*Question 1: How do family relationship and cross-cultural factors influence expatriate adaptation for Korean and Australian expatriates?*

*Question 2: What are the implications for the successful adaptation of Korean and Australian expatriates and their families?*

#### **1.4 Research Significance**

The research addresses important gaps and deficiencies in the current understanding of cross-cultural adjustment for successful expatriate operations on international assignments. It does so from the perspectives of international human resources management. In the past, many papers (Black and Gregerson 1991; Feldman and Thomas 1992; Hackman and Oldham 1976; Tung 1981) have appeared which provided potentially useful theoretical insights into processes of cross-cultural adjustment in international work settings, but most of them have not been substantiated by empirical research evidence. This thesis addresses these concerns through a comparative analysis of Korean and Australian expatriates.

In general, this research aims to promote the understanding of expatriate success and its causes such as recruitment, leadership and motivational factors, spouse and family concerns, and the importance of cross-cultural understanding and training. The examination of these factors provides a strong basis for an analysis of the qualities of success or failure in expatriate assignments.

More generally, this research highlights comparative aspects of expatriate cross-cultural adjustment issues. It highlights the processes and attributes which seem to be the most powerful in explaining cross-cultural adaptability and successful expatriate



performances, with particular reference to the Korean expatriate managers working in Australia and Australian expatriate managers working in Korea.

Overall, this research contributes to professional practice by improving understanding of factors affecting the efficiency of expatriate's performances on international assignments. This knowledge can help to reduce human and capital costs, increasing operational efficiency, promote the quality of personal/family life, and achieve better understanding of expatriates and their families.

### **1.5 Research Methodology**

A quantitative cross-sectional study was undertaken to address the research questions. Australian and Korean managers were selected as the two sample groups for this research, representing the West and the East. Australia is a Western society and Korea is an Eastern society, and therefore they exemplify cross-cultural differences and expatriate challenges. The Australian and Korean target populations represent the West working in the East and the East working in the West respectively. The target populations, from which the Australian and Korean samples were drawn for detailed investigation, were the total number of expatriates of the two communities. These target populations were identified through AUSTRADE (Australian Trade Mission, as part of Australian Department of Foreign Affairs and Trade) and Korean Trade Promotion Corporation (KOTRA), an equivalent body to AUSTRADE. The research questionnaires were sent to the entire target population of 138 expatriates from the lists obtained. Twenty-eight Australian expatriates and fifty-two Korean expatriates responded, achieving a high 64.5 percent response rate.

The overall scale of investigation was quite extensive and complex, and therefore, factor analysis was employed to examine the underlying patterns for data reduction purposes and in particular, 'Principal Component Factor Analysis' was conducted to understand the essential underlying factors of dependent variables. Next, 'Multiple Regression Analysis' was conducted in order to find out the relationship between those six independent variables and expatriate success as dependent variable. In particular, 'Hierarchical Regression Analysis' was employed. In interpreting findings, descriptive statistics were also used to characterize the overall trend and the group differences of two sample populations.

## **1.6 Dissertation Outline**

There are five chapters in this thesis, as outlined below.

### **Chapter One: Introduction**

'Chapter One' presents the background to the research, and the justification for the research in that comparative cross-cultural management research is important to address family relationship, organizational and cross-cultural issues in understanding expatriate success. Research on this topic is an important asset for human resources management practice, as international organizations striving to enhance the effectiveness and competitiveness of their global operations. It also presents the research problem, significance, methodology, and the outline of the thesis.

## **Chapter Two: Literature Review**

‘Chapter Two’ introduces, analyses and summarizes the relevant literature on international human resources with a focus on expatriate success and cross-cultural adjustment. It also includes a brief summary of the study context. Specific hypotheses to be tested are presented in this chapter.

## **Chapter Three: Research Design**

‘Chapter Three’ provides the details of the research methodology employed including how the research was planned and conducted. This chapter explains the subjects of investigation, sampling procedures, data collection and processing, research instrument, and the statistical analysis undertakes to test the hypotheses.

## **Chapter Four: Data Analysis and Interpretations**

‘Chapter Four’ describes the detailed results of data analysis conducted on the two samples of expatriates, Korean and Australians. This chapter is organized in the order of the questions and sub-questions or sub-topics as appeared in the survey booklet, in order to maintain conformity, rather than reporting demographics and other information from ‘General Information,’ which comes later in the survey.

## **Chapter Five: Conclusions and Implications**

‘Chapter Five’ explains what has been found through investigation of Korean and Australian expatriates about their cross-cultural adjustment and performance, how such findings are tied to the existing literature, and what are the practical implications. The analysis is organized in line with the conceptual schema presented in Chapter Two.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

Chapter Two introduces the research framework and the relevant literature on contemporary issues in expatriate management. In particular, the review focuses on identifying organisational, personal and cross-cultural factors that influence expatriate success or failure. Research issues and research hypotheses are introduced in this Chapter.

#### **2.2 Contemporary Issues in Expatriate Management**

International assignments are vital for business success in this fast globalising world. Increasing numbers of employees have to engage themselves with foreign countries for international business ventures. Despite the fact that expatriate assignments are a necessary and important investment for organisations to achieve long-term goals on a global scale, these assignments are costly and have inherent positive and negative aspects.

Understanding the issues of organisations and expatriates in relation to international assignments is an important part of expatriate management. One of the issues is the cost of dispatching expatriates on international assignment. According to Krell (2005), international assignments cost three to five times an assignee's host-country salary per

year – with the need to include adequate cost-of-living allowances to ensure comparable living standards for expatriates and their families. However, international assignments are more costly when expatriates fail their international assignments.

The magnitude of expatriate failure was highlighted by Jack and Stage (2005), who reported that expatriate failures make up to 40 percent of the expatriate assignments. In terms of reasons for failures, McFarland (2006) reported that 86 percent attribute failure to candidate selection and the inability to adapt to host cultures. Contributing to these high failure rates and sunk costs is the lack of comprehensive expatriate support programs to help meet challenges of working and living in another country. This is indicated by Dessler (1997), who compared U.S. and Japanese multinationals on the reasons behind expatriate failure, as summarised in Table 1.

**Table 1: Reasons for Expatriate Failure**

<b>Reasons of Failure</b>	<b>U.S. Multinationals</b>	<b>Japanese Multinationals</b>
1 (Most Important)	Inability of spouse to adjust	Inability to cope with larger overseas responsibility
2	Manager's inability to adjust	Difficulties with new assignment
3	Other family problems	Personal and emotional problems
4	Manager's personal and emotional immaturity	Lack of technical competence
5 (Least Important)	Inability to cope with larger overseas responsibility	Inability of spouse to adjust

*(Source: Adapted from Dessler, 1997:678)*

Other than financial costs, international assignments are also costly in terms of family relationships. Specifically, spouse and/or family adjustment plays a critical role in the success or failure of an international assignment, as indicated by Table 1. When expatriates and their family members are relocated in a foreign country, they often

experience a variety of challenges and problems in adjusting themselves to a new and different environment. According to Torrington (1994:20), the great majority of expatriates are men leading to the 'army wife' syndrome in which female spouses become partially or totally dependent on their husbands. In fact, Adler (1986) reported that one of the main factors in refusing international jobs was spouse and family considerations, although conversely, spouse and family benefits were also listed in the top eight reasons for accepting an international posting. Punnett (1997) also reported that about 15 percent of expatriate candidates rejected a foreign assignment because of their spouse's career.

However, despite such findings, organisational support for family and spousal needs tends to be quite limited and it has typically been directed toward increasing the effectiveness of the expatriates' business performance. Black, Gregersen and Mendenhall (1992) noted that most organisations do not bring spouse and children into the overall schema of understanding expatriate success. This is surprising since there is evidence to suggest that cross-cultural adjustment tends to be a lot more difficult for spouses and children than adjustment of expatriate themselves (Naumann, 1992).

Given these findings, there appears to be a growing need for recognition of family members, and their importance in expatriate adjustment and success, in addition to organisational and cross-cultural factors. However, before this issue can be explored, what constitutes expatriate success and failure needs to be examined.

### **2.3 Expatriate Success**

When expatriates are assigned to a new environment, they face various challenges and difficulties, many stemming from cross-cultural differences such as being exposed to different ethnicities, languages, traditions, values, customs, and business practices.

Expatriate success can refer to expatriates who achieve organisational objectives and personal satisfaction. Generally, expatriate success is realised when the employee has achieved cross-cultural adjustment, remained in the assignment for the assigned period, has a positive attitude and is satisfied with the assignment, has achieved the performance outcomes, and is willing to take up further international assignments (Hackman and Oldham 1976; Black and Gregerson 1991; Feldman and Thomas 1992). Review of 80 US multinational companies by Tung (1981) identified four important variables that determine expatriate success: technical competence on the job; personality traits or relational abilities; environmental variables, and family situation.

Therefore, it appears that expatriate success is closely associated with performance management, training, organizational support, willingness to relocate and strength of the relationship between the expatriate and the firm (Erbacher et al 2006). Based on a study of 409 expatriates on assignment in 51 countries, Tung (1998b:125-144) found that expatriate cross-cultural adjustment is greatly influenced by a number of factors, all of which influence expatriates' performance and therefore ultimately impact upon expatriate success. These factors are listed below:

- (a) Expatriates' perceptions of the importance of international assignments to their overall career development;

- (b) Their modes of acculturation in interacting with host country nationals;
- (c) The mechanisms they used to cope with stress abroad;
- (d) Attributes that facilitate interaction abroad; and
- (e) The impact of the difficulties experienced on job performance.

Given this diversity of definitions, the measurement of success is clearly complex and can be problematic because there is no obvious or universally accepted performance criterion. Such shortcomings have been criticised by Goby et al (2002), who reported that there is a discrepancy between the perceptions between expatriates themselves and the human resource directors of the multinational corporations. Also, Shen (2005) emphasised that performance criteria should be accessible, easy to understand, equitable and motivating. It should not rely solely on individual technical competence or financial results, but must also include inter-personal, intra-personal, family and organizational factors.

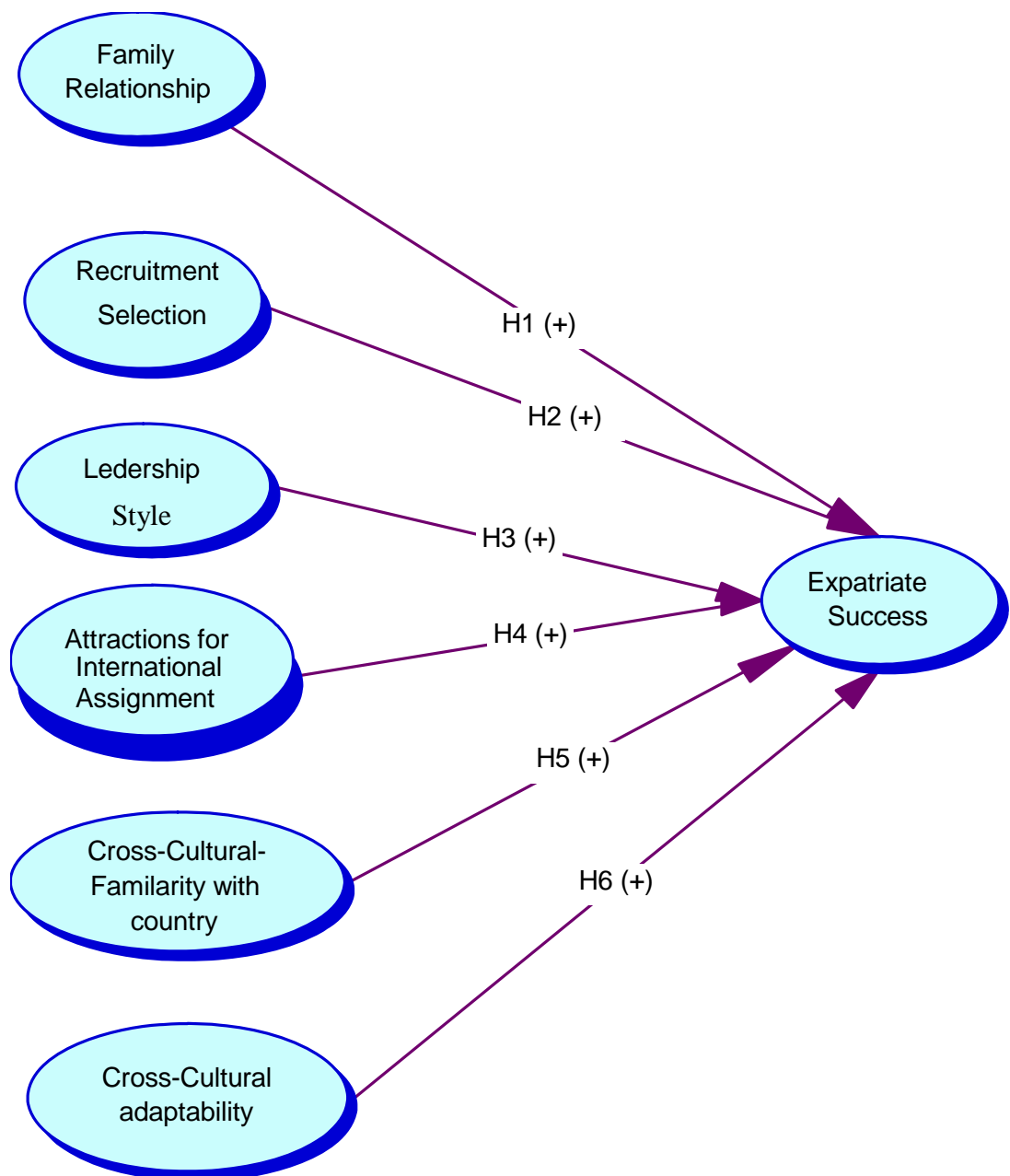
As such, this research employs a comprehensive approach, similar to Black et al (1991) who introduced a multidimensional approach, considering organisational, psychological and cross-cultural dimensions when examining expatriate success. Also, based on the findings from Goby et al (2002) and Shen (2005), this research looks at expatriates' subjective assessment of their performance and their family's cross-cultural adjustment, rather than relying on the objective assessment conducted by their human resources manager back at home.

Hence, expatriate success in this research looks at subjective expatriate performance as the dependent variable, explained by six independent variables under three headings: family factors (see section 2.3) which focuses on the 'family relationship';



organisational factors (see section 2.4) which focuses on ‘recruitment and selection,’ ‘leadership style,’ and ‘attraction for international assignment’; and finally, cross-cultural factors (see section 2.5) which examines ‘cross-cultural familiarity with country,’ and ‘cross-cultural adaptability’ of expatriates. These factors are presented in the conceptual model below.

**Figure 1: Conceptual Model of the Study**



The features of this model will now be reviewed at length in order to identify research issues and hypotheses for testing.

## **2.4 Family Relationship**

Traditionally, research on expatriate management has looked at organisational and cross-cultural issues, but in recent times, the cognitive dimensions of expatriate adjustment have been gaining more attention. For example, Grant-Vallone and Ensher (2001) emphasised that it is important for organisations to give more attention to how work patterns are interfering with expatriate personal lives, for example, spouse employment and schooling for children. There are many reasons why expatriates fail in their assignments, but more prominent amongst them are personal and family-related issues. For example, Harris and Moran (2000) reported that expatriates were not happy with their international assignments, because of reasons related to spouse and family. In these circumstances, their organizations usually reluctantly agree to the premature return and the personal unhappiness often leads to a serious decline in managerial productivity.

Family and spouse issues are major concerns as also reported by Harvey (1995) for U.S. multinationals in their international operations. Family cohesion is an important factor in achieving successful international assignments (James and Hunsley 1995; Caligiuri et al 1998; Copeland and Norell 2002). Harvey and Buckley (1998) argued that there is a growing need for a social support system for expatriate couples. Black (1988) also emphasized family and spouse adjustment as the most important non-work

variable in international work adjustment. Black's study focused on U.S. expatriates, but there is no reason to believe that Black's observation is not applicable to other expatriate groupings. Reinforcing Black's point, Tung (1981) reported that U.S. executives believe that the main reason for the expatriate failure is a spouse's inability to cope with the demands of the new environment.

The family factor was included in an extensive conceptual framework made by Black et al (1991), as a non-work variable that could explain the importance of assessing cross-cultural adjustment. Meanwhile, while Tung (1981 and 1982) specifically emphasised the importance of family stability and adaptability in expatriate success. Such views have been further supported by many researchers (for example see, Ali et al 2003; Caligiuri et al 1998; Harvey and Buckley 1998; James and Hunsley 1995), including Adler (1997), who conducted extensive research on 1129 graduating MBA students and reported inadequate educational facilities for children, spouses unwillingness to move and career concerns of spouse were viewed as negative influences on international assignment.

Interestingly, Copeland and Norell (2002) observed that female expatriates adapt more quickly and fully when they come from more cohesive families, are more involved in the decision-making process relating to expatriation, have more adequate social support locally, and experience fewer losses in friendship networks. James and Hunsley (1995) also emphasized the importance of family cohesion in successful adaptation and introduced three levels, for achieving family cohesion: family support, family communication, and family adaptability.

However, the importance of spouse and family adjustment to expatriate assignment success may be moderated by cultural factors. Tung (1998a), for example, emphasised the ability to interact effectively with host country nationals as a prime factor in determining expatriate adjustment success or failure. In achieving adequate spouse and family adjustment, Ali et al (2003) listed open-mindedness, emotional stability, family cohesion, family adaptability, organizational support and work satisfaction, as important factors. Indeed, emotions play an important role in cross-cultural social encounters for expatriates and their families.

It can be concluded that support networks play a vital role in how the family copes on international assignments. This is a notion supported by Harvey and Buckley (1998), who argued that there is a growing need for a social support system for expatriate couples. While conceptual links between family relationship, cross-cultural adjustment and expatriate performance have been emphasised by many, little empirical research has examined such links on east-west comparisons. Based on the issues discussed above, the following hypothesis was generated.

*Hypothesis 1: There will be a positive relationship between 'family happiness relationship' and 'expatriate success.'*

## **2.5 Organisational Factors**

Based on past research, three organisational factors have been considered significant in affecting expatriate success in this research. They include 'recruitment and selection,' 'leadership style,' and 'attractions for international assignment'.

### **2.5.1 Recruitment and Selection**

Selection and training are vital elements of expatriate success, but the common approach to selecting expatriates emphasises technical competence rather than other skills. For example, Anderson (2005) reported that selection is carried out mainly on the basis of technical competence, with minimal attention being paid to the interpersonal skills and domestic situations of potential expatriates. In a study of 146 Scandinavian firms, Björkman and Gertsen (1993) found that the country of the multinational company, its total number of expatriates, the extent to which the company has expatriates in culturally distant countries, and the type of industry, all affected corporate practice regarding the selection of expatriates.

Specifically, Harvey and Novicevic (2002) assert that the growing diversity and complexity of overseas assignments highlights the importance of valuing creative and intuition intelligence as the prime qualities for selecting expatriates in the future. Sheehan and Johnson (1992: 1-2) supported the need for multi-talented managers to reflect the diversity and complexity of expatriate assignments, with 13 key factors for consideration in expatriate selection. They are:

1. ability to adapt to new environment;
2. technical competence;

3. interest in overseas posting;
4. spouses and families;
5. cultural appreciation, understanding, awareness and receptiveness;
6. basic understanding of the country, its people and its customs, etc.;
7. language skills;
8. ability to cope with broader responsibilities;
9. ethical considerations and relationships;
10. personality aspects of expatriate manager;
11. career paths and personnel planning aspects;
12. costs of expatriate employment and conditions of service; and
13. training for expatriate appointment.'

It is important to have an adequate supply of suitable candidates for international assignments, but achieving this is an increasing concern for multinational companies, as reported by Hiltrop and Janssens (1990), as there is not a large enough pool of qualified managers to satisfy expanding global requirements. As part of the expanding pool of expatriates, Napier (1992) claimed that executive positions tend to be occupied by expatriates or parent country nationals, while lower level employees in most international operations tend to be local country nationals. Recently, however, there has been a growing trend for home country nationals to be substituted for expatriate positions. In part, this reflects growing recognition of the importance of competence in the target language and business culture in organizational success. However, the diversified recruitment sources require careful examination in consideration for their strengths and weaknesses.

On the basis of Sheehan and Johnson's (1992: 1-2) list of recommendations, this research identified a major area of selection criteria and cultural aptitude, to find if culture-related items (1. ability to adapt to new environment, 5. cultural appreciation,

understanding, awareness and receptiveness, and 6. basic understanding of the country, its people and its customs) would have any bearings in predicting expatriate success. It appears that these selection practices can significantly influence expatriate success. This gives rise to the second hypothesis:

*Hypothesis 2: There will be a positive relationship between 'recruitment/selection practices' and 'expatriate success.'*

### **2.5.2 Leadership Styles**

Leadership skills are also important indicators for expatriate success (Hogan and Goodson 1990). Despite the recognized importance of leadership in organizational contexts, relatively few studies have examined the concept of leadership in cross-cultural situations. The Global leadership competencies Model, developed by Chin et al (2001) introduced six levels of pyramidal development: ignorance, awareness, understanding, appreciation, acceptance/internationalisation, and transformation. Gerstner and Day (1994) compared leadership prototypes across several countries using an attribute-rating task. Their results point to significant differences in the ratings provided by subjects from different countries in relation to traits identified as high, medium, and low in proto-typicality.

However, as pointed out by Hampden-Turner and Trompenaars (2006), global leadership competencies take a long time to develop, but the process can be quickened by adequate training. In terms of the most critical skills necessary for success in international business, Neupert et al (2005) reported that foreign managers cited

cultural understanding and awareness (34%), whereas Vietnamese managers cited leadership (41%) and communication (48%). In the report, they have argued that leadership training is an important professional skill for international business especially in bringing about organisational changes that are necessary to meet new international standards of performance.

Bueno and Tubbs (2004) suggested six skills as the most important global leadership competencies: communication skills, motivation to learn, flexibility, open-mindedness, respect for others, and sensitivity. In exploring styles of leadership, Newman and Hodgetts (1998:20 – 22) suggested five types of leaders, as follows:

- *Directive style*, associated with a task-oriented leader.
- *Negotiative style*, associated with a leader who gets things done by making deals with group members.
- *Consultative style*, where the leader allows people to have input to the decision that one eventually makes.
- *Participative style*, in which the leader shares decision-making authority with other people.
- *Delegative style*, in which the leader allows subordinates to obtain results in their own way.

Based on these five types of leadership and cultural characteristics described by Rugman and Hodgetts (2003) and the important leadership skills emphasised by Bueno and Tubbs (2004), the following is hypothesised:

*Hypothesis 3: There will be a positive relationship between 'leadership styles' and 'expatriate success.'*



### **2.5.3 Attractions for International Assignments**

Multinational companies, both in the West and the East, are placing increasing emphasis on international assignment, and the success of expatriates is critical to many organizations operating internationally. This view seems widely shared by an increasing number of employers and employees. For example, unless the employee has had international experience abroad, Tung (1998a) reported that Ford Motors would not promote anyone to the position of CEO. Tung also added that Korean '*chaebols*' (conglomerates) go even further by making international assignment experience a prerequisite for advancing up the organizational hierarchy.

In support of international assignments, Tung and Anderson (1997) reported that an overwhelming majority of employees believe that their international assignments had a very positive impact on their career development. For example, Adler's 1986 survey of 1129 graduating MBAs in Canada and the U.S indicated that international assignments had the most to offer in terms of job satisfaction. Adler (1986) also found that the primary factors in accepting international jobs were positive expectations about the forthcoming cross-cultural experience, the type of work on offer, and higher salary and benefits.

Career advancement and personal development are big factors in expatriate consideration of prospective international assignments. Stahl et al (2002) showed that most expatriates regard international assignments as potentially valuable opportunities for personal and professional development and for career advancement. However, many are sceptical about whether or not their particular assignments will enhance their

advancement within their companies. Such scepticism shows a clear cross-cultural variation.

According to Gregersen and Black (1996), U.S. expatriates displayed dual commitments to the parent organization and the local operation, whereas Japanese repatriates showed a single and global commitment to the parent organization. These differences can be explained by the differences in national cultures, job satisfaction, strategic policies and future orientations of different organizations.

As explained by Sheehan and Johnson (1992), Segalla et al (2001), and Lazarova and Caligiuri (2001), it is important to identify what attractions and concerns individuals feel taking up international assignments, since this can heavily influence expatriate performance, and also help to understand cross-cultural differences. Based on such perspectives, the following hypothesis is developed:

*Hypothesis 4: There will be a significant relationship between ‘attractions for international assignment’ and ‘expatriate success.’*

## **2.6 Cross-Cultural Factors**

The literature review presented thus far reinforces that how well expatriates understand their target environment and how well they adjust their behaviour to the host culture is important expatriate success. Therefore, it is important to look more closely at how cross-cultural factors influence expatriate success. The current globalisation trend of international business requires good cross-cultural understanding and adjustment skills in managing international operations successfully where expatriates and their family

members play a vital role. However, achieving a good operational level of cultural understanding and adjustment can be a rather difficult task, involving often expensive and lengthy commitments for activities before departure, during assignment and after arrival.

### **2.6.1 Understanding Value Differences**

Although it is useful to understand cultural groupings, or clusters, it is equally important to recognize the limits and dangers associated with stereotypical understandings of other cultures. One should remember that culture is not static and evolves dynamically with individual and sub-group differences. As Hofstede (1984) and Trompenaars (1993) warned, cultures change and so do their values. Extensive research on cross-cultural differences by Trompenaars (1993), and Hodgetts and Luthans (2000) also explained how cultural differences are to be negotiated in the business context.

Our understanding of such cultures, therefore, needs to keep pace with the changes. For their part, global managers need to think about cultural differences flexibly, with an open-mind and willingness to learn. Although the important distinctions made by Hofstede, Trompenaars and others concerning cultural dimensions, cultural orientations, high and low context cultures, are helpful in understanding their impact on expatriate success.

Socio-cultural backgrounds profoundly influence expatriate interaction with the locals. Mamman and Richards (1996) revealed that perceived ethnic and racial background,

nationality, education and prior cross-cultural experience have the greatest impact on expatriate interaction with their hosts, while age and religion have the least effect.

Landmark research in understanding value differences in different countries was conducted by Hofstede (1984), who introduced four cultural dimensions: power distance, uncertainty avoidance, individualism and masculinity. Drawing upon these four cultural dimensions, he explained how and why people from various cultures behave as they do. Rugman and Hodgetts (2003:133-134) briefly summarised these four cultural dimensions as follows:

- Power distance is the degree to which less powerful members of organizations and institutions accept the fact that power is not distributed equally;
- Uncertainty avoidance is the extent to which people feel threatened by ambiguous situations and have created institutions and beliefs for minimizing or avoiding these uncertainties.
- Masculinity is the degree to which the dominant values of a society are ‘success, money, and things’, whereas femininity is for “caring for others and the quality of life.”
- Individualism is the tendency of people to look after themselves and their immediate family only, whereas collectivism is for people to belong to groups that look after each other in exchange for loyalty.

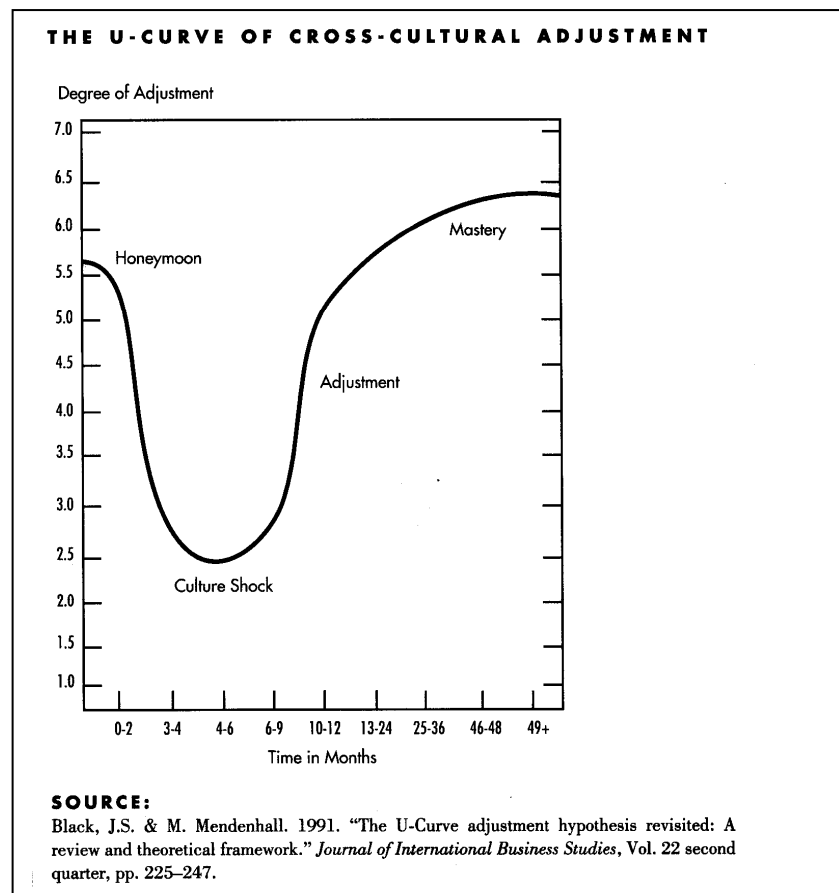
Bell and Harrison (1996) observed that prior bi-cultural life experience has a positive influence on expatriate adjustment. Biographical factors such as age, school year of children and personal characteristics also play a part, as does the bicultural competence of the spouse. All of these factors need to be considered in assessing family adaptability, a key determinant of successful work performance and expatriate adjustment (Tung 1982).

Park et al (1996) reported that communication problems in foreign subsidiaries stem from a variety of sources and lead to a number of negative consequences for both parent country and host country managers. The results indicate that expatriate managers experience more significant communication problems than their host country counterparts, as well as more difficulty with personal adjustment, interpersonal relations, and task performance. Usunier (1998) reported that expatriates experience a loss of pleasure related to the absence of their native language and eating and drinking habits in the host country, and that this deficiency affects their personal and family satisfaction.

### **2.6.2 Culture Shock**

Culture shock is an important concept in understanding cross-cultural adjustment. According to Oberg (1960:177), culture shock is ‘precipitated by the anxiety that results from losing all our familiar signs and symbols of social intercourse while recognizing seven symptoms: strain, loss and deprivation, rejection, confusion, surprise, anxiety or disgust, and feelings of impotence.’ Culture Shock in an expatriate context, as described by Adler (1997: 272), is ‘the reaction of expatriates to entering a new, unpredictable, and therefore uncertain environment.’ Harris and Moran (2000) argued that culture shock can be a positive force for change if one can handle it, but it can also lead to anxiety, depression and ineffectiveness. Mendenhall et al (1995) explained culture shock as a process that usually follows the general shape of a U-curve, as shown in Figure 2.

**Figure 2: Culture Shock Curves**



(Source: Black and Mendenhall, 1991; reprinted in Mendenhall, Punnett and Ricks 1995:411)

The culture shock curve includes four different stages of adjustment: honeymoon, culture shock, adjustment and mastery stages. In the honeymoon period, expatriates feel that everything is exciting and interesting as if they were tourists in a foreign country. During the culture shock period, they tend to get frustrated and confused in the unfamiliar environments. Then, at the adjustment stage, they gradually begin to understand cultural differences, learn how to do things and feel settled into the rhythm of daily living. And finally, they enter the mastery stage, where they are able to function appropriately in the new environment almost as well as at home (Thomas 1996).

Although there are criticisms, in studies on Western expatriate business managers working in China, Selmer and Shiu (1999) reported that the three dimensions of socio-cultural adjustment - work adjustment, interaction adjustment and general adjustment - all showed a clear U-curve pattern indicating a typical response to the culture shock experience.

After investigating the nature of culture shock and “sojourner” (short-term visitor) adjustment in terms of impact on expatriate sales performance and turnover, Guy and Patton (1996) reported that all expatriates clearly experience some form of ‘culture shock’, compromising their ability to function efficiently. The apparent inevitability of experiencing culture shock highlights the importance of understanding the resultant process of cross-cultural adjustment or adaptation. Befus (1988) argued that culture shock can be viewed as ‘an adjustment reaction syndrome which affects sojourners intellectually, emotionally, behaviourally and physiologically (p.382)’ in cross-cultural settings. If this can be said of sojourners, it would need to be applied even more to expatriates assigned long-term.

Considering the relatively short period of work stays, many expatriates and their families may never achieve the mastery stage of socio-cultural adjustment. Selmer (1999a) contends that the biculturalism stage may not be desirable for many expatriates, but good and speedy adjustment could be all they need to have in order to achieve organizational goals and personal satisfaction during their assignment. She highlights the importance of the third stage of culture shock – the cross-cultural adjustment phase.

### **2.6.3 Cross-Cultural Adjustment**

Understanding the culture and the mindset that determine one's values and behaviours is an enormous challenge for international assignees and those responsible for their performance and wellbeing. Waxin (2004) reported that culture of origin has a direct effect on cross-cultural adjustment, influencing job satisfaction, and the propensity to return to their homeland early (Takeuchi et al 2002).

The closer the cultural backgrounds, the easier and faster the adjustment occurs and the less likely the expatriates would want to return home early. Stone (1991) suggested that discovering the capacity for cultural adjustment should be the most important criteria in expatriate selection, since expatriates will not perform effectively and achieve long-term business success if they are unable to adjust to the target culture and business environment. Parker and McEvoy (1993) also emphasized the importance of considering culture novelty and the degree of cultural differences as vital factors in explaining socio-cultural adjustment.

It is not just culture of origin or culture novelty that is important, but also how different the cultures are that influence the level of cross-cultural adjustment. Palthe (2004) conducted a field study on cross-cultural adjustment of 196 American business executives on assignment in Japan, the Netherlands and South Korea, which investigated work, interaction and general adjustments, by analysing factors such as learning orientation, self-efficacy, parent and host company socialization, work, and non-work variables. He reported that it is the host company socialisation that is the strongest predictor of cross-cultural adjustment.



Unlike the origin of culture, socialization can be effectively engaged by the efforts of expatriates along with support from the organization and other stakeholders in the circle. The socialization process for expatriates can be enhanced by partnership with local stakeholders. Camiah and Hollinshead (2003) addressed the importance of adopting two-way processes (such as learning and unlearning) to become fully functional in rapidly changing international business environments. They particularly emphasised the significance of an “interactive” form of socio-cultural engagement in which expatriates get support from their local counterparts. They argue that the two-way process of learning and unlearning is greatly enhanced when there is a strong cooperative partnership between expatriates and their local counterparts.

Taking account of these points, it seems crucial for expatriates to understand the value of learning other ways, and develop a trusting personal relationship with business partners. This seems especially true in specific contexts (like Korea) where there is a strong emphasis on personal relationship in developing productive business partnerships (Dunung 1998). Thus, effective socialization and the satisfactory experience of engaging in overseas assignment cannot be separated from mutual recognition of a cooperative relationship.

The need to be cross-culturally effective is also important in the case of overseas students. Using a multidimensional instrument called a Multicultural Personality Questionnaire, Van Oudenhoven and Van der Zee (2002) found that multicultural effectiveness of expatriate employees and students is strongly influenced by their prior cultural empathy, open-mindedness, emotional stability, social initiative and flexibility.

When Western expatriates are assigned to Asian countries, they tend to show different adaptation patterns. Lasserre and Schuttee (1995) argued that adaptation in North East Asian countries (China, Japan, Korea, Taiwan) seems to be more difficult than some ASEAN (Association for South-East Asian Nations) countries and Hong Kong. The contrast might be a function of their respective colonial experiences and, more importantly, the extent of European colonial references.

**Table 2: Level of Adaptation**

<b>Country Groups</b>	<b>Degree of Adaptation</b>	<b>Cost of Operation</b>
Japan, Korea, China, Taiwan	Difficult	High
Hong Kong Singapore	Easy	High
Malaysia Philippines	Easy	Low

*(Adapted from: Lasserre and Schuttee, 1995:257-258)*

For a Westerner's viewpoint, the culture novelty experienced in the North East Asian countries is greater than being in another Western country, as are the challenges of cultural adjustment. Table 2 summarises these findings.

Therefore, it appears that both cultural familiarity and cross-cultural adjustment influence expatriate success and the following two hypotheses are developed:

*Hypothesis 5: There will be a positive relationship between 'cross-cultural familiarity with country' and 'expatriate success.'*

*Hypothesis 6: There will be a positive relationship between 'cross-cultural adjustment' and 'expatriate success.'*

Chapter Two introduced a conceptual framework, comprising six attributes of expatriate success, and examined relevant literature on such attributes. Hypotheses were developed along these six attributes, (1) family relationship, (2) recruitment and selection, (3) leadership styles, (4) attractions for international assignment, (5) cross-cultural familiarity with country, (6) cross-cultural adaptability, which constitute a comprehensive model to analyse expatriate success as dependent variable. This framework provides the conceptual basis for Research methodologies that will be discussed in the next chapter.

## **CHAPTER THREE**

### **RESEARCH METHOD**

#### **3.1 Introduction**

This chapter provides the details of the research methodology used to test the hypotheses. An extensive questionnaire was developed to investigate what influences expatriate success, but the paper focuses on a particular set of independent variables that are regarded as important. This research employed six independent variables in three areas, family, organisational and cross-cultural, to analyse expatriate success as the dependent variable, as depicted in the Conceptual Framework (Chapter 2). The first part of survey questionnaire deals with six independent variables in three areas and one dependent variable as follows.

##### **Six Independent Variables**

###### *Family Factors:*

1. Family Relationship (Hypothesis 1)

###### *Organisational Factors:*

2. Recruitment and Selection (Hypothesis 2)

3. Leadership Style (Hypothesis 3)

4. Attractions for an International Assignment (Hypothesis 4)

###### *Cross-Cultural Factors:*

5. Your Familiarity with the Target Environment (Hypothesis 5)

6. Cross-Cultural Adaptability (Hypothesis 6)

##### **One Dependent Variable**

Expatriate Success

The second part of the survey deals with the respondents' background information.

This information includes demographic information (age, gender, religion and

education), family profiles, organizational profiles (type, industry, size and expatriation operation), personal experience (with organization and international assignment) and personal efforts in making cross-cultural adjustment (socializing time, travel and so on).

### **3.2 Research Samples**

Researches on expatriate issues have been mainly concentrated in the West on Europeans and Americans. In addition, in the East, some research has focussed on the Japanese. There is a relatively poor level of investigation into other regions or countries: for example, there is very little research on Korean expatriates and a relatively low level of research done on Australian expatriates. With a growing amount of trade, tourism and cultural exchanges, Australia and Korea have emerged as strong partners in the Asia-Pacific region, and as a result, exchange of expatriates are on the rise. In terms of research populations, Australia and Korea can be an interesting pair for comparative studies of the West and the East, rather than comparing Japan and the U.S., as has happened too often in the past.

The 'Expatriate Management Survey' (the title of the questionnaire booklet of this research) booklet was sent to two groups of managers or representatives at a managerial level (hereafter called manager): Australian expatriate managers working in Korea and Korean expatriate managers working in Australia. So-called sampling techniques were not used in this investigation, since the size of the target population was not large in either case. The survey questionnaire was sent to all the identifiable

Australian expatriates represented in Korea and all Korean expatriates represented in Australia, in order to reach out to the entire target population.

### **Sources of Expatriate Contacts**

Out of the total Australian expatriate managers, those expatriates working in Korea were selected and out of the entire population of Korean expatriate managers, those expatriates working in Australia were selected for investigation, based on the rationale aforementioned. As the result of search, the best sources for locating expatriate community were Korean Chamber of Commerce in Australia (KCCA) for Korean expatriates represented in Australia; and Australian Business Group in Korea (ABGK) for Australian expatriates in Korea.

Both groups publish their membership list with contact details, which are available through government agencies. The secretary for ABGK (Australian Business Group in Korea) was initially from Australian Meat and Livestock Corporation (now called Australian Meat Corporation) but later on it went to ANZ Banking Corporation in Seoul. Korean Trade Promotion Corporation (KOTRA) based in Sydney acted then as the secretariat for Korean Chamber of Commerce. The total number of expatriates who were identified through these two sources was 52 Australian expatriate managers working in Korea and 86 Korean expatriate managers working in Australia. All 138 expatriates were treated as the target population in the investigation.

### **3.3 Data Collection**

The total package contained a cover letter (Appendix 1 in English, p.107 and Appendix 2 in Korean, p.108), a consent form (Appendix 3 in English, p.109 and Appendix 4 in Korean, p.110), a questionnaire booklet ('Expatriate Management Survey' – Appendix 4 for English version, pp.111-117, and Appendix 5 for Korean version, pp.118-125), and a stamped and self-addressed return envelope (A4 sized). Confidentiality was assured in the cover letter and importantly in details on the 'Consent Form,' which was required as an essential part of research ethical policy of Murdoch University. Respondents were asked to read the consent form that clearly states the free choice of reply and withdrawal from the research. This was stapled at the front of the survey booklet. The process had also built in anonymity throughout except on the 'Consent Form,' where respondents were asked to sign without actually writing their name or organizational affiliation. After survey questionnaires were sent to all 138 expatriates targeted by a registered mail, the author visited Seoul, Sydney, Melbourne, and Perth to administer the survey.

In order to expedite and increase the response rate from Korean expatriates, the author rang each expatriate targeted to inform them that the questionnaire was sent and also to thank them in advance for their cooperation. Two weeks later, the author gave a reminder call to check if the questionnaire was filled out. Many responded before the reminder call. The author visited most of their offices to thank them and sometimes collected the completed questionnaire directly from the respondents. Some were busy

or away from their offices during the period. To those who didn't reply after three weeks, a reminder letter was sent, which further increased the response rate.

For Australian expatriates, the survey questionnaire was sent by registered mail and then a reminder letter was sent after two weeks, followed by a telephone reminder. Altogether, the whole process from visiting the abovementioned places and in dealing with late responses lasted slightly more than three months.

**Survey Response:** The rate of response was fairly high and the details of results are reported in Table 3.

**Table 3: Survey Response**

<b>Korean Expatriates in Australia</b>		<b>Australian Expatriates in Korea</b>	
Target population	86	Target population	52
Cases responded	52	Cases responded	28 - 3*
Response rate	60.4%	Response rate	53.8%
<b>Unable to respond – reasons</b>		<b>Unable to respond - reasons</b>	
Repatriated back	5	Repatriated back	9
On a trip	3	On a trip	2
Declined	3	Declined	2
No response	23	No response	11

*\* 3 cases were discarded.*

Some expatriates who were listed on the membership list of ABGK and KCCA had been repatriated back. Excluding such cases, the total response rate is a high 64.5 percent. In the case of the Korean group, all 52 responses were used in the analysis of the data but, in the case of Australian group, three cases were found to be far too incomplete, so they were excluded entirely from the analysis. Thus, there are 52 Korean cases and 25 Australian cases, making the total sample response 77.



### 3.4 Survey Design

**Survey Questionnaire:** The questionnaire booklet contained questions that are related to the dependent and independent variables, and general background information. These questions came from many different sources. Others were edited, rephrased or modified to make them more suitable for this research. The questionnaire was divided into two sections. The first was related to independent variables: family, organizational, cross-cultural variables, and the dependent variable, expatriate success. The second part contained general information. The 'General Information' section was arranged on purpose to be the second part, so as to increase reliability and response levels on important and lengthy questions in the first part.

**Language:** Instruments that were sourced came from English language publications, which were then translated for Korean expatriates in order to ensure that the contents were fully understood. In fact, many Korean expatriates had enough familiarity with the English language to comprehend the English version of questionnaire, but it was easier for them to use the Korean version. The translation was done by the author and then back translated by another academic scholar in the field of Korean language teaching.

**Measurement Scales:** Measurement scales used in the questionnaire were predominantly 'Likert-type scale,' mostly with 5 steps, but 6 steps were also used for 'Family Relationship', and 7 steps for 'Attractions for an International Assignment'. Also, many questions employed the 'Thurston scale' approach by asking opinions in a

paired comparison such as ‘how important and how familiar (Your Familiarity with the Target Environment),’ and ‘you and others (‘Expatriate Performances)’’. There were many other scales used in the survey such as criterion, yes or no, ordinal, numeric 100 percentiles (expatriate/family performance and cross-cultural adjustment), and multiple-choice questions. In terms of the Likert-type scale, interval descriptions were varied depending on the type of question. However, the survey maintained a consistency, to help to avoid misunderstanding, for example, where 1 was consistently given to a description of lowest or negative frequency, such as ‘extremely unhappy,’ ‘never,’ ‘not at all,’ and ‘strongly disagree.’

### **3.5 Research Instruments**

This section discusses how the instruments used for six dependent variables were developed, starting from the first independent variable, family relationship that is linked to Hypothesis 1.

#### **3.5.1 Independent Variables – Family Factor**

**Family Relationships (Hypothesis 1):** The question addressed important questions about their experiences in relation to family perceptions towards the international assignment before departure. Six questions were asked using ‘yes or no,’ ordinal rankings, and two Likert-type scales, 5 scales from 1 (‘extremely unhappy’) to 5 (‘extremely happy’), and 6 scales from 1 (‘never’) to 6 (‘almost all the time’). These measurements were adapted from Guzman (1985), and can be seen as follows.

- How happy were you, your partner and your relatives with your current overseas assignment?

1 = *Extremely unhappy*

2 = *Unhappy*

3 = *Neutral*

4 = *Happy*

5 = *Extremely happy*

\_\_\_\_\_ Myself

\_\_\_\_\_ My spouse

\_\_\_\_\_ My relatives

- What were the major areas of concern for your partner in relation to your overseas assignment? (*Please rank them in order of importance, 1 the most important – 5 the least important, and if there were other reasons than these, please write them in the space allocated below.*)

\_\_\_\_\_ Unfamiliarity of target culture

\_\_\_\_\_ Unfamiliarity of target language

\_\_\_\_\_ Children's education

\_\_\_\_\_ Quality of living

\_\_\_\_\_ Job prospects

- Have you ever rejected an international assignment before?

☐ Yes

☐ No

- Why would you reject an international assignment? (Please rank them in order of importance).

☐ Language difficulty

☐ Spouse and family

☐ Money

☐ Unpleasant life abroad

☐ Location

☐ Cultural differences

☐ Job and career

☐ Disruption to home country life

☐ Contract too long

- How often does your spouse disagree over your personal habits? (Please tick on the appropriate section below).

\_\_\_\_\_ *Never*

\_\_\_\_\_ *Hardly  
ever*

\_\_\_\_\_ *Not  
often*

\_\_\_\_\_ *Fairly  
often*

\_\_\_\_\_ *Very  
often*

\_\_\_\_\_ *Almost  
all the time*

- How often does your spouse disagree over your big decisions? (Please tick on the appropriate section below).

\_\_\_\_\_ *Never*

\_\_\_\_\_ *Hardly  
ever*

\_\_\_\_\_ *Not  
often*

\_\_\_\_\_ *Fairly  
often*

\_\_\_\_\_ *Very  
often*

\_\_\_\_\_ *Almost  
all the time*

### 3.5.2 Independent Variables – Organisational Factors

Next, three independent variables: recruitment and selection, attractions for an international assignment, and leadership styles that belong to organisational factors are explained.

**Recruitment and Selection (Hypothesis 2):** The question was designed to find out what kinds of tests were conducted during the recruitment and selection process as presented below.

- Have you had some kind of selection tests for your current position?  
☐ Yes                      ☐ No
- What kinds of selection tests were conducted for selection of your current position?  
☐ Psychological profiles (or personality) tests  
☐ Work-related aptitude tests  
☐ Language tests  
☐ Cultural aptitude tests  
☐ General ability tests
- If you were to make a recruitment decision, what kinds of selection tests would be appropriate for the current position?  
☐ Test not recommended or  
*(Please rank the following in order of importance)*  
☐ Psychological profiles (or personality) tests  
☐ Work-related aptitude tests  
☐ Language tests  
☐ Cultural aptitude tests  
☐ General ability tests

**Leadership Styles (Hypothesis 3):** The question seeks to determine if leadership types are related to expatriate success, using the 20 statements which was developed by Newman and Hodgetts (1998:20 – 22), who explained five types of leadership as

‘directive,’ ‘negotiative,’ ‘consultative,’ ‘participative’ and ‘delegative’ styles, and each of these styles have four relevant statements (as seen below).

**‘directive’ style**

I tell my people what is expected of them.  
I set my deadlines by which my people must finish their work.  
I set specific, definite standards of performance that are expected of my people.  
I lead with a firm hand.

**‘negotiative’ style**

I do personal favours for my people.  
I often change my behaviour to fit the occasion.  
I sell my decisions to others through effective persuasion.  
I use rewards and promises of rewards to influence my people.

**‘consultative’ style**

The decisions I make reflect prior consultations with my people.  
I alone make the final decisions, but I do get my people’s opinions before doing so.  
I get my people’s ideas regarding tentative decisions before making them final.  
Before I make a decision, I look for individual opinions from my people.

**‘participative’ style**

I make no final decisions until my people are in general agreement with them.  
My people and I jointly analyse problems in reaching decisions.  
I let my people have as much responsibility for final decisions as I do.  
My people have as much a voice in decision making as I do.

**‘delegative’ style:**

I delegate decision-making authority to others.  
I show confidence and trust in my people.  
I give suggestions, but I leave my people free to follow their own course of action.  
I like to let people make their own decisions.

These statements were mingled and listed in the questionnaire without an indication of their particular leadership style. These twenty behavioral statements asked how frequently they behaved in a leadership position, using 5-point scales. The total scores were in the range of minimum 4 to maximum 20. The higher the scores, the more frequently you were doing the activity stated and the stronger you became in that quality of leadership.

### **Leadership Styles**

The following statements are designed to provide you with insights regarding how you see yourself as a leader. In the blank space next to each statement, write the number that best describes how frequently you engage (or would engage) in the behaviour described when you are in a leadership position. The numbers represent the following.

*1 = never*

*2 = occasionally*

*3 = fairly often*

*4 = very often*

*5 = always*

Example:

4 I ask for suggestions from my work group.

**Attractions for an International Assignment (Hypothesis 4):** There are three sections to this question. In the first section, the survey asked expatriates what are the important factors that attracted to international assignments. In total, eight attractive factors were listed, such as ‘spouse and family,’ ‘good location,’ ‘financial reward,’ ‘career advancement,’ ‘quality and satisfaction of life,’ ‘cross-cultural experience,’ ‘personal growth,’ and ‘job challenge.’ Adler (1997:304) introduced these attributes in relation to international assignment, using 5-point measurement scales, ranging from 1 (‘not at all important’) to 5 (‘extremely important’).

In the second section, respondents were asked to rank those 8 points concerning the international assignment appeal. Finally, in the third section, respondents were asked to select whether they perceive more professional opportunities in domestic or global positions in six situations. Adler (1997:302) described six situations, as part of ‘Careers in Global Management Questionnaire (p. 300-303),’ such as: ‘I could succeed

faster in'; 'I could earn a higher salary in'; 'I could have greater status in'; 'I could be more recognized for my work in'; 'I could have a more interesting professional life in'; and 'I could have a more satisfying personal life in.'

### 3.5.3 Independent Variables: Cross-Cultural Factors

Next, two independent variables that belong to cross-cultural factors are explained here.

**Cross-Cultural Familiarity with Country (Hypothesis 5):** The scale of measuring the degree of familiarity involved both Likert and Thurston scales, using a 5-point scale on two-fold dimensions. The first column was on their objective assessment of importance in understanding target culture and the second column was on the subjective judgment on their understanding of target culture. An example is presented below.

**Your Familiarity with the Target Environment**

This is to find out how important you think it is and how familiar you are with business practices and culture(s) of the country in which you are now living.

<b><i>How important</i></b>		<b><i>How familiar</i></b>			
1. <i>Not at all important</i> 2. <i>Fairly unimportant</i> 3. <i>Fairly important</i> 4. <i>Very important</i> 5. <i>Extremely important</i>	→	1. <i>No understanding</i> 2. <i>Limited understanding</i> 3. <i>Competent understanding</i> 4. <i>Very good understanding</i> 5. <i>Fully familiar with all aspects</i>	←	<b>Importance</b> 1 2 3 4 5 1 2 3 4 5 1 2 3 4 5 1 2 3 4 5 1 2 3 4 5	<b>Your familiarity</b> 1 2 3 4 5 1 2 3 4 5 1 2 3 4 5 1 2 3 4 5 1 2 3 4 5
Korean language(s) Korean business practices Korean customs Korean value/belief systems Korean Non-verbal behaviors					

Both types of measurements used the same 5-point scale but with different descriptions on the scales - where 'importance' dimension (how important, left column) uses from 1 ('not at all important') to 5 ('extremely important'), but 'familiarity' dimension (how familiar, right column) uses from 1 ('no understanding') to 5 ('fully familiar'), as shown below. There are five items in the question that include language, business practices, customs, value/belief systems, and language and business practices, which were developed by the author, based on anecdotal evidence and personal experiences.

**Cross-Cultural Adaptability (Hypothesis 6):** This question asks expatriates how well they could normally adapt to another culture by selecting a number on a 5-point scale for 20 statements as seen below.

1. I am constantly trying to understand myself better. I feel I know my strengths and weaknesses.
2. I respect the opinions of others, though I may not always agree with them.
3. I interact well with people who are very different from myself in age, race, economic status, and education.
4. If I were at a party with foreigners, I would normally go out of my way to meet them.
5. I do not need to understand everything going on around me. I tolerate ambiguity.
6. I am able to change course quickly. I readily change my plans or expectations to adapt to a new situation.
7. I often find humour in difficult situations, and afterwards I can laugh at myself.
8. When I have to wait, I am patient. I can be flexible with my agenda, schedule, or plans.
9. I am always asking questions, reading, exploring. I am curious about new things, people, and places.
10. I am resourceful and able to entertain myself.
11. I tackle problems confidently without always needing the help of staff or spouse.
12. When things go badly, I am able to keep my mind clear and my attitude positive.
13. I have made mistakes and learned from them.
14. In unfamiliar situations, I watch and listen before acting.



15. I am a good listener.
16. When I am lost, I ask for directions.
17. I sincerely do not want to offend others.
18. I like people and accept them as they are.
19. I am sensitive to the feelings of others and observe their reactions when I am talking.
20. I like new ideas, new ways of doing things, and am willing to experiment.

The measurement scale is set out below.

### Cross-Cultural Adaptability

This section is designed to find out how well you can normally adapt to another culture? Please answer by circling one of the numbers on the following 5-point scale to indicate your opinion on the following statements.

- 1 = *strongly disagree*
- 2 = *disagree*
- 3 = *neutral (neither disagree nor agree)*
- 4 = *agree*
- 5 = *strongly agree*

- |   |                 |       |                 |
|---|-----------------|-------|-----------------|
|   | <i>Strongly</i> | ..... | <i>Strongly</i> |
|   | <i>Disagree</i> |       | <i>Agree</i>    |
| • I am constantly trying to understand myself better. | 1               | 2     | 3               |
| I feel I know my strengths and weaknesses.            | 4               | 5     |                 |

### 3.5.4 Dependent Variable – Expatriate Success

Finally, the dependent variable, expatriate success is explained here, in two sections in order to measure performance.

**A. Expatriate Performance Indicator:** The last topic for investigation, before going into general and background information, is on expatriates' performance, to determine important indicators in measuring expatriate success. Respondents were asked to scale their performance level on 10 descriptions used by Dessler (1988), on a scale of 1 ('low') to 10 ('high'), as shown.

1. Performance Indicators: What, in your view, are the best indicators of performance on job?  
Score each of the following phrases on the scale of 1 to 10

\_\_\_\_\_ Experienced meaningfulness of the work  
\_\_\_\_\_ Experienced responsibility for outcomes of the work  
\_\_\_\_\_ Knowledge of the actual results of the work activities  
\_\_\_\_\_ Internal work motivation  
\_\_\_\_\_ Quality of work performance  
\_\_\_\_\_ Satisfaction with the work  
\_\_\_\_\_ Satisfaction with your family's adjustment  
\_\_\_\_\_ Quality of social networking  
\_\_\_\_\_ Improvement of career prospect  
\_\_\_\_\_ Improvement of professional/cross-cultural skills

**B. Overall Evaluation for Expatriation:** The next section included eight different questions, developed by the author, with two separate rating scales concerning expatriates (one on the expatriates themselves and the other on the overall expatriate community in the target country) and six separate rating scales on adaptation (one each on the expatriates themselves and the community as a whole, one each on the expatriates' spouse and those in the community, one each on the expatriates' children and the community).

B. Performance/Adjustment Evaluation: please rate out of 100.

- How much would you rate your overall performance? \_\_\_\_\_ out of 100.
- How much would you rate the performance of expatriates you know on average in Korea? \_\_\_\_\_ out of 100.
- How well do you think you are adapting to Korean environment? \_\_\_\_\_ out of 100.
- How well do you think your spouse is adapting to Korean environment? \_\_\_\_\_ out of 100.
- How well do you think your children are adapting to Korean environment? \_\_\_\_\_ out of 100.
- In terms of the overall Australian expatriates in Korea, how well do you think they are adapting to Korean environment? \_\_\_\_\_ out of 100.
- In terms of the spouses of the overall Australian expatriates in Korea, how well do you think they are adapting to Korean environment? \_\_\_\_\_ out of 100.
- In terms of the children of the overall Australian expatriates in Korea, how well do you think they are adapting to Korean environment? \_\_\_\_\_ out of 100.

### **3.6 General Information**

In the second part of the survey, questions were asked to address demographic, personal and organizational issues, for example, 'what is your age,' 'what is your current marital status,' 'work experience.' These questions employed different analysis methods, mainly using multiple-choice questions, but also with interval scales and numbers. These were then coded, computed and analysed for identifying trends and group comparisons on mean scores or characteristics in the case of open-ended inputs.

### **3.7 Methods of Statistical Analysis**

The first step in statistical analysis involved physically going through all the completed questionnaires page by page and browsing through them in order to understand the responses and to identify if there are any serious problems. In total, eighty questionnaires were received, but, due to the magnitude of non-responses for many questions, three of them were regarded as not fit for data analysis, and were discarded accordingly. Therefore, the total effective number of respondents included in this analysis was 77, of which 52 were Korean expatriates working in Australia and the other 25 were Australian expatriates working in Korea.

#### **3.7.1 Data Management and Descriptive Statistics**

Raw data, as written on the questionnaire forms, was put into a computer. Numeric figures were put in as they were, and multiple choices and scales were coded into

numeric figures for statistical analysis. The data editor of 'SPSS (Statistical Package for Social Science) for Windows' was used for establishing a database. Each item was given an identification code for data input, coding Korean samples from case 1 to case 52, and then moved to Australian samples from case 53 to case 77.

Davis (1996:362) suggested that 'the easiest way to look for association is to use cross-tabulation, which can be used with any level of measurement.' Descriptive statistics were used to look at each group - Koreans and Australians – separately and then analyzed again with combined data for descriptive statistics for means, sum, cases, range and standard deviation. Then, cross-tabulations were used to check the overall association between the Australian group and Korean group of respondents.

### **3.7.2 Subsequent Multivariate Statistical Analysis**

Following the descriptive analysis, two multivariate statistical analyses, principal component factor analysis and hierarchical regression analysis were conducted.

#### **Principal Component Factor Analysis**

The overall scale of investigation was quite extensive and complex, and therefore, factor analysis was employed to 'examine the underlying patterns or relationships for a large number of variables and determine whether or not the information can be condensed or summarized in a smaller set of factors or components' (Hair, et al 1992:223). In particular, Principal Component Factor analysis was used to understand the essential underlying factors of the study variables.

### **Hierarchical Regression Analysis**

Next, a multiple regression analysis was conducted in order to find out ‘the best prediction of a dependent variable from several independent variables, when independent variables are correlated with one another’ (Cokes and Steed 1999:167). In particular, hierarchical regression is preferred to standard or stepwise regression procedure since the independent variables are correlated and it is also able to estimate the effects of each cause (Cohen and Cohen 1983:120-121).

### **Conclusion**

The variety of instruments and measurement scales used for independent and dependent variables were explained in this chapter, and different statistical techniques are introduced. The full details of findings are explained in the next chapter.

## **CHAPTER FOUR**

### **DATA ANALYSIS AND RESULTS**

The previous chapter explained how the research was planned, organised and conducted. This chapter describes the results of the data analysis, and is divided into three sections: the background characteristics of the two sample groups (4.1); the exploratory data analysis and development of measurements (4.2); and the specific statistical analysis pertaining to each hypothesis (4.3).

#### **4.1 Background Characteristics of the Samples**

This section introduces background information necessary to understand the characteristics of the two sample groups, as briefly summarised in Table 4. The entire Korean expatriate respondents were male, and there were two female (8 percent) respondents in the Australian group. All Korean spouses stay with their partners and almost all of their children (92.1 percent) stayed together, compared with only 77.3 percent of spouses and 52.9 percent of children staying with Australian expatriates. Australian expatriates started international assignments, when compared with Koreans, younger and retire earlier in terms of age, and they were also more evenly distributed throughout the age groups. Koreans had a much higher percentage of expatriates at 98.1 percent with a university degree, leading Australians by 8 percent in

undergraduate degree and 10.1 percent in postgraduate degree. Australian families had more cross-cultural training by 4.6 percent than Korean families.

**Table 4: General Backgrounds of the Samples**

<b>Backgrounds</b>		<b>Australian Expatriates (n=25)</b>	<b>Korean Expatriates (n=52)</b>
<b>Gender</b>	Male	92%	0%
	Female	8%	100%
<b>Marital Status</b>	Married/De Facto	72%	100%
	Single/Divorced	28%	0%
<b>Age</b>	26-35 Years Old	20%	9.8%
	36-45 Years Old	40%	60.8%
	46-55 Years Old	40%	23.5%
	56-65 Years Old	0%	5.9%
<b>Staying Together</b>	Spouse	77.3%	100%
	Children	52.9%	92.1%
<b>Education</b>	High School	20%	1.9%
	Undergraduate Degree	77.5	85.5%
	Postgraduate Degree	2.5%	12.6%
<b>Cross-Cultural Training (family)</b>		15.5%	10.9%
<b>Religious Commitments (Monthly)</b>	Over 20 Hours	0%	8.7%
	6 – 20 Hours	0%	32.6%
	1 – 5 Hours	8.7%	32.6%
	Less than 1 Hour	91.3%	26.1%
<b>Socialising Time Per Week</b>	With Locals	4.33 hours (25%)	4.11 hours (24%)
	With Same National Expatriates	6.13 hours	3.18 hours
	With Other National Expatriates	6.32 hours	10.04 hours
	Total Hours Weekly	17.32 hours	16.78 hours
<b>Work Experience</b>	Working for Current Organisations	11.55 years	14.58 years
	Working for Current Expatriate Position	1.75 years	2.7 years
	Previous Experience in International Assignment	5.04 years	2.56 years
	Average Expatriates in International Assignment	7.67 expatriates	4.4 expatriates
	Period of Visiting Home Per Year	16.44 days	10.37 days

There was a big contrast in terms of religious commitments where 41.3 percent of Korean expatriates spent more than five hours per month, but 91.3 percent of Australians spent less than one hour per month. Australian expatriates spent a little bit more time (4.33 hours) with locals per week than Koreans (4.11 hours). Both groups spent much less time with locals, Australians allocating only 25 percent of their social time and Koreans 24 percent, than spending time with other expatriates.

Australian expatriates maintained a balance in spending time with same national expatriates (6.13 hours) and other national expatriates (6.32 hours), but Koreans spent much more time with other national expatriates (10.04 hours) than with same national expatriates (3.18 hours). In general, Koreans stayed longer in their expatriate positions and also working for their organisations, whilst Australian expatriates tended to be stronger in previous expatriate experiences overall, average number of expatriates assigned, and period of travel back home (Table 4).

## **4.2 The Development of Measures of Expatriate Success**

Using a set of procedures as outlined by Tabachnick and Fidell (1989), the data was first checked for normality, skewness, kurtosis and the presence of univariate and multivariate outliers prior to the analysis. Examination of normal probability and detrended normal plots for all the major independent and dependent variables showed no serious deviations. This data did not contain significant degrees of kurtosis or skewness, and therefore it is assumed that they could be normally distributed.



Principal component factor analysis was conducted to ‘analyse the interrelationships among a large number of variables and then explain these variables in terms of their common underlying factors (Hair et al 1992:225),’ and to develop measures to explain expatriate success. As explained in the Conceptual Framework in Chapter 2, there are six independent measures (family relationship, recruitment and selection, leadership styles, attractions for international assignment, cross-cultural familiarity with country, and cross-cultural adaptability) and expatriate success is the dependent measure.

#### 4.2.1 Independent Measures

##### Measure 1: Family Relationship

A principal components factor analysis suggested two dimensions that explained approximately 68 percent variance (Table 5) for this construct. These were labelled ‘Family happiness with the move (FHM)’, (component 1) and the ‘level of agreement with Spouse (SpouseAgree)’ (component 2). See Table 6 for the outcomes of this analysis.

**Table 5: Total Variance Explained for Family Relationship**

Component	Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.93	38.75	38.75	1.92	38.44	38.44
2	1.44	28.90	67.65	1.46	29.21	67.65

Extraction Method: Principal Component Analysis

The Cronbrach’s alpha for FHM was 0.73, with a mean of 11.15, and a standard deviation of 2.15. The Cronbrach’s alpha for SpouseAgree was 0.63, with a mean of

5.34 and a standard deviation of 1.38 (Table 6). The first three items (myself, my relatives and my spouse) were measured using 5-point scales to find out the level of happiness (1=extremely unhappy to 5=extremely happy) on the question ‘How happy were you, your partner and your relatives with your current overseas assignment?’ and the next two questions (How often does your spouse disagree over your big decisions?; How often does your spouse disagree over your big decisions?) using 6-point scales to find out the frequency of disagreement between respondents and their spouses (never to almost all the time).

**Table 6: Rotated Component Matrix for Happiness and Agreement**

Scaled Items	Component	
	1	2
<b>Myself</b>	0.830	
<b>My relatives</b>	0.794	
<b>My spouse</b>	0.776	
<b>How often does your spouse disagree over your big decisions?</b>		0.852
<b>How often does your spouse disagree over your personal habits?</b>		0.836

*Extraction Method: Principal Component Analysis*

*Rotation Method: Varimax with Kaiser Normalization.*

*a. Rotation converged in 3 iterations.*

## **Measure 2: Leadership Style**

A principal components factor analysis suggested six (6) factors that explained roughly 67% of the variance (Table 7) for this variable.

**Table 7: Total Variance Explained for Leadership Styles**

Component	Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %
<b>1</b>	3.433	17.166	17.166
<b>2</b>	2.903	14.515	31.680

<b>3</b>	2.044	10.222	41.902
<b>4</b>	1.798	8.988	50.891
<b>5</b>	1.717	8.586	59.476
<b>6</b>	1.601	8.005	67.482

*Extraction Method: Principal Component Analysis.*

The six factors were ‘delegation management style (Component 1)’, autocratic management style (Component 2), consultative management style (Component 3), flexible management style (Component 4), ‘persuasive management style’ seemed to be a good label for Component 5, and finally, ‘team management style’ seemed to encompass Component 6. (See Table 8 for the final solution).

Delegation management style had an alpha of 0.83 and a mean of 16.41 and a standard deviation of 3.29. Autocratic management style had an alpha of 0.77 and a mean of 13.95 and a mean of 2.65. Consultative management style had alpha of 0.65 and a mean of 6.87 and a standard deviation of 1.67. Flexible management style had an alpha of 0.60 and had a mean of 10.64 and a standard deviation of 1.96. Persuasive management style had an alpha of 0.58 and a mean of 6.87 and a standard deviation of 1.67. The final factor, team management had an alpha of 0.59 and had a mean of 5.67 and a standard deviation of 1.55.

**Table 8: Rotated Component Matrix for Leadership Style**

Scaled Items	Component					
	1	2	3	4	5	6
I give suggestions, but I leave my people free to follow ...	0.812					
I like to let people make their own decisions.	0.773					
My people have as much a voice in decision making as ...	0.702					
I get my people's ideas regarding tentative decisions ...	0.615		0.332			
Before I make a decision, I look for individual opinions ...	0.557		0.432			
I set specific, definite standards of performance that ...		0.787				
I let my people have as much responsibility for final ...	0.365	0.716			0.424	
I lead with a firm hand.		0.679				
I show confidence and trust in my people.	0.360	0.581				
I use rewards and promises of rewards to influence my ...		0.501	0.392			
I alone make the final decisions, but I do get my people ...		0.353	0.739			
The decisions I make reflect prior consultations with ...	0.315		0.652			
My people and I jointly analyse problems in reaching ...	0.306		0.597	0.484		
I sell my decisions to others through effective persuasion.				0.738		
I set my deadlines by which my people must finish ...				0.620		0.403
I often change my behaviour to fit the occasion.					0.742	
I delegate decision-making authority to others.	0.415	0.362			0.596	
I tell my people what is expected of them.		0.396		0.334	0.586	
I do personal favours for my people.						0.897
I make no final decisions until my people are in general ...	0.462					0.511

**Measure 3: Recruitment/Selection**

A single item with a response, 'yes/no' measure, whether respondents had been recruited using cultural aptitude tests. This categorical variable was retained for

hypothesis testing.

#### **Measure 4: Attractions for International Assignment**

A factor analysis suggested two factors that explained 69.4 percent of the variance for this construct. These two factors were labelled as Attraction experience and Career advancement, and labelled Component 1 and 2 respectively (See Table 9).

**Table 9: Rotated Component Matrix for Attractions**

Scaled Items	Component	
	1	2
Good location	0.883	
Cross-cultural experience	0.773	0.337
For spouse and family	0.748	
Quality and satisfaction of life	0.742	0.434
Personal growth	0.679	0.550
Career advancement		0.836
Financial reward	0.323	0.784
Job challenge	0.417	0.616

*Extraction Method: Principal Component Analysis.*

*Rotation Method: Varimax with Kaiser Normalization*

*a. Rotation converged in 3 iterations.*

Attraction experience had an alpha reliability of 0.88 and a mean of 17.45 and a standard deviation of 4.56. Career advancement had an alpha of 0.71 and a mean of 10.49 and a standard deviation of 2.48.

Another measure was also used to assess the attraction of the overseas posting and this was ‘career concern.’ A factor analysis suggested three factors that collectively explained 68.23% of the variance for this variable. The factors were labelled as

follows: 1.career concern; 2.length of overseas assignment; and 3.family concern with the overseas assignment (See Table 10 for results).

Career concern had an alpha of 0.80, and a mean of 7.55 and a standard deviation of 3.00. Length of overseas assignment had an alpha of 0.74, a mean of 9.07 and a standard deviation of 3.10. Family concern with the overseas assignment had an alpha of 0.69, a mean of 6.81 and a standard deviation of 2.48.

**Table 10: Rotated Component Matrix for Career Concerns**

Scaled Items	Component		
	1	2	3
<b>Unchallenging job</b>	0.811		
<b>Inadequate financial reward</b>	0.806		0.341
<b>Not good career advancement</b>	0.764		0.311
<b>Repatriation issues</b>		0.893	
<b>Length of appointment</b>	0.306	0.731	
<b>Children's education &amp; welfare</b>		0.712	0.306
<b>Disruption to home country life</b>			0.825
<b>Reluctant spouse</b>			0.768
<b>Unpleasant life abroad</b>	0.429		0.593

*Extraction Method: Principal Component Analysis.*

*Rotation Method: Varimax with Kaiser Normalization.*

*a. Rotation converged in 5 iterations.*

### **Measure 5: Cross Cultural Familiarity with Country**

Cross-cultural familiarity with the country was measured by one factor which explained 67 percent of the variance. Scores used in the analysis were a multiple of ratings multiplied by importance (See Table 11 for the results).

**Table 11: Component Matrix for Cross-Cultural Familiarity**

Scaled Items	Component
	1
Local customs	0.888
Business Practices	0.861
Local values and beliefs	0.858
Local Non-verbal behaviours	0.798
Language	0.680

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

The alpha for this scale was 0.88, with a mean of 47.86 and a standard deviation 17.68.

### **Measure 6: Cross-Cultural Adaptability**

A factor analysis suggested six factors that explained 60.70 percent of the variance of this construct, as shown in Table 12. The first factor was labelled 'Resilience/Learning' and had an alpha of 0.76, with a mean of 14.75 and a standard deviation of 2.53. The second factor was labelled 'Introspection' and had an alpha of 0.75, with a mean of 15.26 and a standard deviation of 2.65. The third factor was labelled 'Questioning' and had an alpha of 0.73, with a mean of 11.83 and a standard deviation of 1.92. The fourth dimension was labelled 'Interaction' and had an alpha of 0.67, a mean of 3.32 and a standard deviation of 1.82. The last factor was labelled 'Direction' and had an alpha of 0.74, with a mean of 7.17 and a mean of 2.57.

**Table 12: Rotated Component Matrix for Cross-Cultural Adaptability**

Scaled Items	Component				
	1	2	3	4	5
When things go badly, I am able to keep my mind clear and my attitude positive	0.809				
I have made mistakes and learned from them.	0.737				
I am resourceful and able to entertain myself.	0.647				
I often find humour in difficult situations, and afterwards I can laugh at myself.	0.617				
I tackle problems confidently without always needing the help of staff or spouse.	0.563				
When I have to wait, I am patient. I can be flexible with my agenda, schedule, or plans.		0.810			
I am a good listener.		0.702			
I respect the opinions of others, though I may not always agree with them.		0.700		0.387	
I like people and accept them as they are.		0.547			0.404
I am constantly trying to understand myself better. I feel I know my strengths and weaknesses.		0.537			
I like new ideas, new ways of doing things, and am willing to experiment.			0.786		
I do not need to understand everything going on around me. I tolerate ambiguity.			-.773		
I am sensitive to the feelings of others and observe their reactions while I am talking.			0.579	.308	
I am always asking questions, reading, exploring. I am curious about new things, people, and places.	0.466		0.496	.326	
I am able to change course quickly. I readily change my plans and expectations to adapt to a new situation.	0.401		0.467		
I interact well with people who are very different from myself in age, race, economic status, and education.				.849	
If I were at a party with foreigners, I would normally go out of my way to meet them.				.846	
When I am lost, I ask for directions.					0.814
I sincerely do not want to offend others.					0.701
In unfamiliar situations, I watch and listen before acting.		0.332	0.359		0.434

1. Extraction Method: Principal Component Analysis.
2. Rotation Method: Varimax with Kaiser Normalization.
3. a Rotation converged in 6 iterations.



#### 4.2.2 Dependent Measure: Expatriate Performance

The factor analysis, which explained 59.52 percent of the variance below (See Table 13), suggested that there were two dimensions of performance. The first was a measure of overall family adaptation to the overseas assignment with an alpha of 0.83, a mean of 474.8 and a standard deviation of 55.15. The second was expatriate performance and with an alpha of 0.55, a mean of 158.62 and a standard deviation of 19.28.

**Table 13: Component Matrix for Expatriate Performance**

Scaled Items	Component	
	1	2
Overall spouse' adapting	0.830	
Overall expatriates' adapting	0.747	
Overall children's adapting	0.741	
Children's adapting to environment	0.700	
Spouse' adapting to environment	0.668	-.463
Your adapting to environment	0.639	
Your overall performance	0.419	0.628
Expatriates on average	0.545	0.590

*Extraction Method: Principal Component Analysis.  
a. 2 components extracted.*

#### 4.3 Hypotheses Testing Techniques

The Korean and Australian samples were combined so that the generalisability of the theoretical model could be examined across different nationalities. Nationality was included in the regression model as a dummy variable. Where it was found to have a significant effect, the analysis was repeated for each national sub-group. There were

two sets of regression analyses: a first set for each of the dependent measures of 'Expatriate Success,' and a second set for 'Expatriate Performance' and also for 'Family Adaptation.' In the model of expatriate performance, family adaptation was also included as an independent variable, so that the effect of family adjustment to an overseas posting could be accounted for in the analysis of overall performance of the expatriate.

Next, stepwise multiple regression analysis, a powerful analytical tool designed to explore all types of dependence relationships (Hair et al 1992:19), was conducted to explore the relationship between the dependent variable (expatriate success) and independent variables that were developed from the first procedure (principal component factor analysis). These results are now presented.

#### **4.3.1 Multiple Regression Analysis for Hypothesis**

In order to evaluate the hypotheses, a hierarchical regression analysis was used (see Cohen and Cohen 1983, pp 121-125). Hierarchical regression was preferred to a stepwise procedure as it is "the only basis on which variance partitioning can proceed with correlated independent variables," (Cohen and Cohen 1983, p 120) and "is a useful tool for estimating the effects of each cause" (op cit. 1983, p 121). Stepwise procedures with the additional multiple-single entries of independent variables were seen as more likely to produce type II errors and have serious problems dealing with correlated independent variables (op cit. 1983 p 124).

The independent variables were each entered in separate blocks, starting with the variables of least theoretical significance, which were, as in most studies, demographic features (nationality and age), followed by the measures of 'Family Relationship' (H1: 'Family Happiness with Move' and 'Level of Agreement with Spouse.' The other dependent variable 'Family Adaptation' was added here as an independent variable to find out the effect of family adaptation on expatriate performance.

Six factors of 'Leadership Style' (H2: 'delegation management style,' 'autocratic management style', 'consultative management style,' 'flexible management style,' 'persuasive management style' and 'team management style'), 'Recruitment/Selection' (H3: measured by the use of 'cultural aptitude test,' scored as dummy variable), measures relating to 'Attraction for International Assignment' (H4: which included 'Attraction Experience' and 'Career advancement'), variables which assessed H5 ('Cross-Cultural Familiarity with the Country': a one dimensional measure made up knowledge or local customs, business practices, local non-verbal behaviours and language) were included in the analysis. Lastly, H6 ('Cross Cultural Adaptability') was added to the model.

### **Results of Hypotheses Testing**

Independent and dependent variables are explained in the order as shown in the conceptual framework: from independent variables, family relationship (Hypothesis 1), leadership style (Hypothesis 2), recruitment and selection (Hypothesis 3), attractions for an international assignment (Hypothesis 4), cross-cultural familiarity with country

(Hypothesis 5), cross-cultural adaptability (Hypothesis 6), to dependent variable, expatriate success. Six hypotheses developed earlier were tested and their results are as follows (Table 14):

**Table 14: Results of Hypotheses Testing**

Hypotheses	Descriptions	Results
<b>Hypothesis 1</b>	<i>There will be a positive relationship between 'family relationship' and 'expatriate success.'</i>	Accepted
<b>Hypothesis 2</b>	<i>There will be a positive relationship between 'recruitment/selection' practices and 'expatriate success.'</i>	Rejected
<b>Hypothesis 3</b>	<i>There will be a positive relationship between 'leadership styles' and 'expatriate success.'</i>	Rejected
<b>Hypothesis 4</b>	<i>There will be a positive relationship between 'attractions for international assignment' and 'expatriate success.'</i>	Rejected
<b>Hypothesis 5</b>	<i>There will be a positive relationship between 'cross-cultural familiarity with country' and 'expatriate success.'</i>	Rejected
<b>Hypothesis 6</b>	<i>There will be a positive relationship between 'cross-cultural adjustment' and 'expatriate success.'</i>	Rejected

The hierarchical regression for Expatriate Performance concluded at the second stage of the analysis (that is two blocks of independent variables had been added, and therefore support is only found for H1: Family relationship effects expatriate performance, and not for H2-H6) and produced a model with an adjusted R-square of 0.84. ( $F_{(5,4)}=10.66$ ,  $p<.01$ ) (Table 15).

**Table 15: Model Summary for Predictors**

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.239 a	.057	-.212	18.864	.057	.212	2	7	.814
2	.964 b	.930	.843	6.789	.873	16.681	3	4	.010
3	1.000c	1.000	.	.	.070		4	0	

a. Predictors: (Constant), What is your age?, Nation

b. Predictors: (Constant), What is your age?, Nation, Spouse Agreement, Family happiness with move, Family Adaption

c. Predictors: (Constant), What is your age?, Nation, Spouse Agreement, Family happiness with move, Family Adaption, Flexible management style, Team management style, Consultative management style, Persuasive management style

d. Dependent Variable: Performance of Expats

Table 16 shows that the significant predictors of expatriate success were ‘Nationality’ (Std. Beta=.645,  $t=2.287$ ,  $p<.10$ ), either Australians or Koreans, ‘Age’ (Std. Beta=.794,  $t=3.146$ ,  $p<.05$ ) that older managers were more likely to report success with an overseas posting, and ‘Family Adaptation’ (Std. Beta=1.036,  $t=3.704$ ,  $p<.10$ ), that family attitudes and adjustments have a positive impact on expatriate performance.

**Table 16: Coefficients of Predictors for Expatriate Performance**

Model		Unstandardised Coefficients		Standardised Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	127.083	52.089		2.440	.045
	Nationality	11.750	18.466	.331	.636	.545
	Age	5.583	10.187	.285	.548	.601
2	(Constant)	-37.224	71.922		-.518	.632
	Nationality	22.890	10.009	.645	2.287	.084
	Age	15.543	4.941	.794	3.146	.035
	Family adaptation	.395	.107	1.036	3.704	.021
	Family Happiness with move	-1.846	1.338	-.288	-1.380	.240
	Spouse agreement	-3.721	4.222	-.190	-.881	.428

*a. Dependent Variable: Performance of Expatriates.*

A further analysis of the mean of ‘expatriate performance’ between Australian and Korean Managers suggested that there were no differences in mean performance, thus there was a possibility that the overall model of expatriate performance may be different between the Australian and Korean samples. To examine this, a split analysis was conducted on the model used in the pooled data that was the results from stage two of the analysis, the significant predictors of ‘Age,’ ‘Family Adaptation,’ ‘Spouse and Family Happiness with the move.’

The results of the split analysis suggested that the model does not significantly predict the performance of Australian Expatriates ( $r^2=.04$ ,  $F_{(4,10)}=.10$ ,  $p>.05$ ). Note this result may well be due to the small size of the Australian sample, of 25. The model performs better for the Korean sample of managers ( $r^2=.30$ ,  $F_{(4,38)}=5.41$ ,  $p<.05$ ). Unfortunately, however, none of the predictors in the overall data set were significant for the Korean sample. Thus the final model for the pooled data should be viewed with much caution, as it is possible that in larger samples of both Korean and Australian Expatriate managers it may not apply, or that there may well be an interaction between nationality and the impact of 'Age,' 'Spouse,' and 'Family Happiness with the move' and overall 'Family Adaptation with the move.' There is some evidence at least in this research to suggest that these findings need to be replicated with larger samples and considered in future management policy.

Next, the hierarchical regression for Family Adaptation also concluded at the second stage of the analysis (that is two blocks of independent variables had been added, and therefore support is only found for H1, and not H2-H6). The model, overall predicts quite well that level of family adaptation with a overseas posting influences family adaptation ( $r^2=.60$ ,  $F_{(4,5)}=4.36$ ,  $p<.10$ ).

Table 17 shows that Nationality was found to be a significant predictor of the level of family adaptation with the overseas move (Std. Beta=-.71,  $t=-2.22$ ,  $p<.10$ ). Korean respondents reported a much higher level of family adaptation with the move (mean=403.31) compared to Australian managers (mean=362.29,  $t=3.66$ ,  $p<.01$ ). The

other significant predictor was Spouse agreement, (Std. Beta=-.54,  $t=2.21$ ,  $p<.10$ ), which showed a negative relationship between how much spouses disagreed to the overseas move and family adaptation. In other words, couples who argue less were more likely to better adapt as a family to an overseas posting.

**Table 17: Coefficient Analysis for Family Adaptation**

Model		Unstandardised Coefficients		Standardised Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	525.625	128.92		4.077	.005
	Nationality	-26.875	45.706	-.289	-.588	.575
	Age	-28.125	25.215	-.548	-1.115	.302
2	(Constant)	606.381	131.431		4.614	.006
	Nationality	-66.004	29.792	-.710	-2.216	.078
	Age	-30.381	15.619	-.592	-1.945	.109
	Family Happiness with move	8.151	4.260	.484	1.914	.114
	Spouse agreement	-27.800	12.585	-.542	-2.209	.078

*a. Dependent Variable: Family Adaptation*

Again, this result may reflect the overall importance of families that have ‘Spouse Agreement (Std. Beta=-.542) means that less disagreements (the measurement of spouse agreement is actually one of spouse disagreement, see Table 16) are associated with a more positive family adoption to the overseas move, since they can agree to disagree and this frankness may well form the foundation to successful integration of the family in the overseas country. A split file analysis showed that the model does not significantly predict the level of family adaptation for each country. Therefore, there is still a need to replicate this study in each particular country with a larger sample.

#### 4.3.2 Performance Measurement for Expatriate Success

‘Expatriate Success,’ as the dependent measure, included two sections: performance indicators and evaluations.

**A. Performance Indicators:** Australian expatriates viewed all 10 items as quite important, with 6.24 (satisfaction with your family adjustment) being the lowest, and also at much higher overall mean score at 7.10, being 22 percent higher than Koreans’ mean score at 5.54. Interestingly, the lowest scored item on Australians’ ‘satisfaction with your family’s adjustment (mean 6.24)’ is actually the highest scored item (mean 8.43) for Korean expatriates. Another three items scored highly over seven items by Korean expatriates are all scored higher than Australian expatriates, such as ‘improvement of professional and ‘cross-cultural skills’ at 7.98 (about 17 percent higher), ‘improvement of career prospect’ at 7.64 (about 4.5 percent higher) and ‘quality of social networking’ at 7.26 (about 10 higher) (Table 18).

**Table 18: Performance Indicator**

Performance Areas		Korean	Australian	Total
Experienced meaningfulness of the work	Mean	3.85	<b>7.00</b>	4.90
	N	48	24	72
	Std. Deviation	2.231	1.888	2.585
Experienced responsibility for outcomes of the work	Mean	3.13	<b>7.33</b>	4.53
	N	48	24	72
	Std. Deviation	2.110	2.014	2.873
Knowledge of the actual results of the work activities	Mean	3.25	<b>7.54</b>	4.68
	N	48	24	72
	Std. Deviation	2.005	2.085	2.867
Internal work motivation	Mean	5.15	<b>7.29</b>	5.87
	N	47	24	71
	Std. Deviation	1.744	1.876	2.049
Quality of work performance	Mean	3.42	<b>7.92</b>	4.92
	N	48	24	72



	Std. Deviation	2.277	2.636	3.201
Satisfaction with the work	Mean	5.34	<b>7.29</b>	6.00
	N	47	24	71
	Std. Deviation	2.239	2.216	2.402
Satisfaction with your family's adjustment	Mean	<b>8.43</b>	6.24	7.75
	N	47	21	68
	Std. Deviation	1.741	2.300	2.167
Quality of social networking	Mean	<b>7.26</b>	6.52	7.01
	N	47	23	70
	Std. Deviation	1.983	2.333	2.116
Improvement of career prospect	Mean	<b>7.64</b>	7.30	7.53
	N	47	23	70
	Std. Deviation	1.870	1.869	1.863
Improvement of professional/cross-cultural skills	Mean	<b>7.98</b>	6.61	7.52
	N	46	23	69
	Std. Deviation	2.176	2.083	2.227

*(Interval scales used 1=strongly disagree, 10=strongly agree)*

Only the four items that showed rather low scores by Koreans are work-related - such as experience, knowledge and performance. The six items that are scored higher by Australians are all highly scaled items above 7, and they are all work-related (experienced meaningfulness of the work, experienced responsibility for outcomes of the work, knowledge of the actual results of the work activities, internal work motivation, and quality of work performance).

Therefore, the findings strongly indicate that, in terms of measuring expatriate performance, Korean expatriates viewed work-related issues as not important as one's motivation, satisfaction with work and family, social networking, cross-cultural skills and career prospect, which all centre more around personal factors. However, Australians regarded work-related issues as better indicators of performance, than Koreans.

**B. Subjective Evaluation:** The results in Table 19 indicate that Korean expatriates rated higher in all categories for performance or adaptation for themselves as well for their family members than Australians. Both groups rated their own performances higher than those of others, but the overall indication is that Korean expatriates regarded their own performances by 16.49 percent higher than Australians at 78.72 percent, and other Korean expatriates' performances by 15.45 percent higher than their Australian counterparts. Korean expatriates in Australia in general performed very high at 93.07 percent, 15.47 percent higher than Australian expatriates in Korea, who achieved 77.60 percent out of 100.

**Table 19: Performance Measurements**

Performance Areas		Korean	Difference	Australian	Total
1. Performance (Yourself)	Mean	95.21	Koreans by 16.49%	78.72	89.86
	N	52		25	77
2. Performance (The expatriate community)	Mean	93.07	Koreans by 15.47%	77.60	87.62
	N	46		25	71
3. Adapting to environment (Yourself)	Mean	99.18	Koreans by 15.98%	83.20	93.92
	N	51		25	76
4. Adapting to environment (The expatriate community)	Mean	79.27	Koreans by 5.07%	74.20	77.53
	N	48		25	73
5. Adapting to environment (Your spouse)	Mean	80.29	Koreans by 4.76%	75.53	79.00
	N	51		19	70
6. Adapting to environment (Spouses of the community)	Mean	76.04	Koreans by 9.79%	66.25	72.78
	N	48		24	72
7. Adapting to environment (Your own children)	Mean	86.35	Koreans by 9.04%	77.31	84.52
	N	51		13	64
8. Adapting to environment (Children of the community)	Mean	80.10	Koreans by 8.28%	71.82	77.50
	N	48		22	70

*(Measured out of 100 percentile scales)*

Also, in all six different levels of adaptations, Korean expatriates performed better than their Australian counterparts. Korean expatriates also led significantly in 'your adaptation' by 16.58 percent, followed by 'Korean children adaptation' by 11.4

percent, 'overall spouse adaptation' by 9.79 percent, 'overall children's adaptation' by 8.28 percent, 'overall expatriates' adaptation' by 5.07 percent, and lastly 'your spouse adaptation' by 4.76 percent. The group average on spouse adaptation was worse than their children's adaptation for Korean (78.16 percent vs. 83.22 percent) and Australians (70.89 percent vs. 74.56 percent). Overall, in both categories ('you' and 'others'), children adapted better than spouse. Also, expatriates adapted better than spouse or children.

In summary, the Korean expatriate community performed much better on their assignments while also making better cross-cultural adjustments, than their Australian counterparts. Also, Korean spouses and children made cross-cultural adjustment better than Australian counterparts. However, it is also important to note that the perceptions of performance indicators for successful performance showed a gap between the two groups, Koreans being more personal/family oriented and Australians being more work oriented.

Chapter Four has presented an extensive analysis on a wide variety of topics and questions, which are introduced as important variables within the framework of family, organisational and cross-cultural factors - as suggested in the conceptual framework - which explained their relationships to expatriate success. In the following chapter, 'Discussions and Conclusion,' there will be a full analysis of major findings described in Chapter Four within the conceptual framework given in Chapter Two.

## CHAPTER FIVE

### CONCLUSIONS AND IMPLICATIONS

#### 5.1 Introduction

This study examined the influence of family, organisational and cross-cultural factors on expatriate success. First, this chapter introduces major findings in relation to the research problem. Second, it discusses the theoretical and practical implications of the findings. Finally, it discusses the limitations of this research and also provides suggestions for future research, followed by concluding remarks.

#### 5.2 Research Conclusions

**Major Findings:** Regression analysis conducted has shown that ‘age’ and ‘nationality’ were significant demographic attributes predicting expatriate performance, and ‘family relationship’ (Hypothesis 1: ‘Family Happiness with Move’ and ‘Level of Agreement with Spouse’) was the only independent measure that was significant in predicting expatriate performance. Overall, the research points to the significance of family adaptation in explaining expatriate success.

**Nationality Factor:** In terms of group differences between Australian and Korean expatriates, Korean expatriates performed and adapted more successfully than Australian expatriates in all performance measurements categories. There was no previous study conducted particularly to compare

these two expatriate communities in terms of their performances and therefore a comparison is not possible with previous studies. The major demographic factors that appeared to be strongly in favour of Korean expatriates are educational level, religious commitments, marital status and family situation, all of which could have contributed positively towards expatriate success. In general, however, these findings are in support of Mamman and Richards (1996) who claimed that socio-cultural backgrounds profoundly influence expatriate interactions with locals. Waxin (2004) also reported that culture of origin has a direct effect on cross-cultural adjustment.

**Age Factor:** Findings indicate that the older the expatriate manages are, the more likely they are to report success on an overseas assignment. This finding is contrary to Mamman and Richards (1996) who reported that age and religion have the least effect on expatriate interactions with locals, but in support of Bell and Harrison (1996) who claimed that biographic factors such as age is a positive influence on expatriate adjustment. In general, Koreans tend to be assigned at an older age and less represented in older age brackets than Australians, and they are most strongly represented (60.8 percent) in the 36-45 years age bracket, compared with Australians (40 percent).

**Family Factor:** Findings strongly support that family attitudes and adjustments have a positive impact on expatriate performance. The findings of this research in relation to the importance of family relationship on expatriate success are well supported by many previous researchers (see Adler 1997; Black 1988; Copeland and Norell 2002; Grant-Vallone and Ensher 2001; Harris and Moran 2000; Harvey 1995; Harvey and Buckley 1998; James and Hunsley 1995; Tung 1981). Interestingly, findings suggest that the level of happiness with the move does not necessarily increase the chance of being more successful in terms of expatriate performance, since families with initial disagreement might have made more preparations and may be focussed enough to put more to produce better performance outcomes. The major concern for not being happy with the move was an interruption to children's education. However, Korean spouses and children were overall better at cross-cultural adjustment than Australian counterparts and Koreans were more family-oriented than Australians.

**Research Questions:** This research contributes to the literature on international human resource management by examining how family, organizational and cross-cultural issues influence expatriate success. Specifically, this study addressed the following ‘Research Questions’:

*Question 1: How do family relationship and cross-cultural factors influence expatriate adaptation for Korean and Australian expatriates?*

*Question 2: What are the implications for the successful adaptation of Korean and Australian expatriates and their families?*

**Statistical Analysis:** Data was collected from two sample populations, Korean expatriates working in Australia and Australian expatriates working in Korea. In relation to the research problem, this study employed principal component factor analysis to reduce the study variable to six key predictors of expatriate success: family relationships, recruitment and selection, leadership styles, attractions for international assignment, cross-cultural familiarity with country, and cross-cultural adaptability. Hierarchical regression analysis was also employed, and the results showed that there were three significant predictors of expatriate success: nationality, age and family adaptation. Further supplementary analysis showed some key differences between Australian and Korean expatriates.

**Explanations on Major Findings:** The findings indicate that Korean expatriates performed and adapted more successfully than Australian expatriates in all performance measurements categories (two ‘performance’ areas and six levels of ‘adaptation’) investigated. In terms of cross-cultural adaptation, the overall findings

indicated that expatriates themselves tend to adapt to the environment better than children, who in turn adapt better than spouses. The expatriate communities have also been reported as having better adaptation than the spouse communities and the children community. It is a common trend in both groups as well as in the wider expatriate communities that expatriates themselves adapt cross-culturally better than spouses and children.

However, such favourable indications could have been influenced by the measurement categories of expatriate performance. For example, Australian expatriates valued all 10 items of performance as much as 22 percent higher than Koreans. The trends also showed that Korean expatriates scored much higher in four items relating to family-related and socio-cultural factors, whereas Australians scored high in all work-related items, which related to expatriate success. Therefore, the level of performance can be interpreted differently by the types of measures used to assess work-related issues and family/socio-cultural issues. Clearly, Korean expatriates viewed personal, family and spouse factors as much more important factors for success than Australians did. Hence, the findings suggest that in the future measures of expatriate success should be categorized into work-related or non-work related factors.

In terms of success, Korean managers reported higher mean scores than Australians. Personal characteristics may account for this outcome. For example, Koreans were much better than Australians in terms of educational qualification, and maintained a more stable family relationship in terms of marriage rate, with more of their wives and dependent children staying together with them. Korean expatriates were mostly Christians and more strongly committed to religious activities than Australians were.

The Korean expatriates' strengths in educational level, marital and family stability, socialisation and religious commitment could have made some difference in achieving a higher level of success.

### **5.3 Theoretical Implications for Expatriate Success**

The approach of this study was to look at multi-dimensional measures, from selection to cross-cultural issues, in order to better understand expatriate success. Selection and training practices are important measures from the early stage to the repatriation stage for expatriate success.

In achieving expatriate success, many researchers emphasised the importance of adopting a comprehensive model (Black et al 1991) or a holistic approach (Avril and Magnini 2007). For example, Deresky (1997) explained that intelligent planning and preparation for expatriation and repatriation are just as important as selection to expatriate success. Harvey and Richey (2001) emphasised that human resource managers need to update the job profiles to allow expatriates to cope with the changing nature of political, cultural, and social environments.

Also, Sheehan and Johnson (1992:2-11) provided an extensive checklist which consist of 'ability to adapt to a new environment; technical competence; interest in overseas posting; cultural appreciation and understanding; cultural awareness and receptivity; basic understanding of the country, people and customs; language skills; ability to cope with broader responsibilities; ethical considerations and relationships; personality



of expatriate manager; career paths and personnel planning aspects; costs of expatriate employment and conditions of service; and training for expatriate appointment, etc.’

In strengthening expatriate support programs, Jack and Stage (2005) also identified five essential conditions for development: insight (first step toward change), motivation (paramount to success), capabilities (new knowledge and skills), real world practice and accountability. Also, McFarland (2006) suggested that selection and training must be re-evaluated using a better model, so-called the SPECIAL model:

1. Select expatriates assessed for a high probability of cultural adaptation.
2. Prepare expatriates with in-depth cross-cultural communication training.
3. Enhance their transition with additional support and host-country assistants.
4. Connect expatriates to the company. Correspond regularly.
5. Integrate expatriates into the host culture.
6. Align expatriates' work and goals with headquarters' goals, during expatriation and repatriation.
7. Plan ahead for cultural transitions: going and returning.

Leadership style in this study was not a significant predictor of expatriate success contrary to the views of Bueno and Tubbs (2004), Gerstner and Day (1994), and Hogan and Goodson (1990). However, the measurement descriptions in ‘five leadership styles’ by Newman and Hodgetts (1998) are not identical to the descriptions of leadership prototypes used by Hogan and Goodson (1990), ‘six leadership skills’ used by Bueno and Tubbs (2004), or ‘attribute-rating tasks’ used by Gerstner and Day (1994). Therefore, the difference in measurement descriptions and measurement types may have made a difference in terms of respondents’ perceptions and subsequent outcomes. Also, the factor analysis presented six underlying factors, which didn’t

match very well with the five styles as described by Newman and Hodgetts (1998) (See pp. 23-24 in section 2.5.2 and Table 8 in p. 60).

Considering the importance of non-work and the different measures of expatriate success, expatriate success might be better understood by assessments performed by expatriates and their families themselves. These assessments could investigate personal development, well-being and happiness rather than the objective measures of success, looking at sales figures, market developments or organisational objectives. A recent study by Martin and Bartol (2003) reported that clarifying performance expectations prior to the performance rating, fairness in the performance appraisal system, and support for career development are all factors that positively influence perceptions of expatriate performance appraisal systems.

Expatriate success and overseas business success are closely linked. However, it is necessary at the same time to treat two areas independently in order to accurately understand expatriate success in the cycle of pre-departure, after-arrival and repatriation. Hence, human development of expatriates, infrastructure building by organisations, and the support and happiness of family can all play a major role in expatriate success, as well as being important factors for organisational success of international business operations.

The focus of this study on non-work variables, personal and family factors, with human-centred strategy can be an effective way to look at expatriate success, by drawing their maximum personal and family potential in performing their jobs. The workplace should be an environment in which expatriates can enhance their enjoyment

of life, a place to find happiness in working with others and to look forward to going back the next day. It should be a place from which they can bring positive, happy and productive influences to their families, rather than carrying their stress and emotional baggage with them in returning home.

Therefore, organisations should invest resources to provide adequate pre-departure training, adopt a support policy to reduce culture shock after arrival, and update necessary development and training opportunities, not only for the expatriate themselves but also an entire group of stakeholders including, importantly, all family members both at home and in the target country. Happiness and mutual support of not only the expatriates, but their families and surrounding constituents are important ingredients for success of expatriates, as well as for ensuring maximum productivity with international assignments.

#### **5.4 Practical Implications of Research Findings**

Practical implications are introduced in three major areas: A. assignment issues, B. family and spousal issues, and C. cross-cultural training issues.

##### **5.4.1 Assignment Issues**

**Career Prospects:** Australians found international assignments much more enjoyable, marginally more ‘career-enhancing’ and far more ‘lucrative’ than Korean expatriates. In terms of important attractions, ‘job challenge’ and ‘personal growth’ were two attractions shared by both groups within the top three important job attractions. Korean expatriates felt that their spouse and family can benefit much from the cross-cultural

experiences in a good location, and felt the financial reward was the least important attraction. However, Australians focussed on personal performance and growth, rather than family and environment. In terms of taking up an overseas assignment, Korean expatriates felt more pressure to accept the decision on international assignments since they regarded it as an essential step for their success in their organizations, more so than Australian expatriates.

**Work vs. Family Issues:** Typically, success in managerial and professional careers often depends on individual factors like commitment to working long hours and putting the job first. However, success in international assignments depends on many factors, some controllable and others not. According to Harris and Moran (2000), important qualities required of expatriate employees are empathy, openness, persistence, sensitivity to intercultural factors, respect for others, role flexibility, tolerance for ambiguity, and two-way communication skills. This research showed clearly distinguishable patterns between the two groups of expatriates in terms of ‘work-related vs. individual/family-related’ issues for expatriate recalls. Australians (25 percent) showed a much higher rate of recall than Koreans (13 percent). The two reasons that Korean expatriates rated relatively higher than Australians in the questionnaire were both work-related. The other reasons that Australian expatriates regarded more attributable to failures (by a significant margin), were personality and family-related reasons. Findings thus suggest that Koreans tend to regard work-related factors more attributable to the reasons for expatriate recall, whereas Australians regard family and personal adjustment factors much more important in explaining such recalls.

**Organisational Support:** Importantly, job satisfaction and organisational socialisation processes can also be effectively facilitated through organisational support. Organization support is what employees perceive when their organisation was concerned with their health and wellbeing as well as with the reduction of conflict between employees' personal and professional life (Grant-Vallone and Ensher, 2001). Specifically, on the basis of human capital theory, Shaffera et al (2001) reported that perceived organizational support substantially influenced the interplay between work and family domains, and directly influenced whether or not expatriates remained in or quit their positions. Therefore, organisations need to better understand the changes being experienced by their employees and better appreciate the impact on their families. In terms of assignment attractions, the two groups have shown clear differences, in that Australians have put more emphasis on personal development whereas Koreans on family and environment. In terms of reasons for failure and recall, the two groups have again shown clear differences, where family or personality were the major reasons attributed to assignment failures for Australians, and work-related reasons for Koreans.

#### **5.4.2 Family and Spouse Issues**

**Spouse Adjustment and Support:** Overall, both groups indicated a strong concern with the level of unwillingness (up to 61.4 percent) of their spouses to support their partners' overseas assignments. The Korean spouses showed a much higher rate of concern (70.3 percent) for their partners' overseas assignment than the Australian spouses (47 percent). However, the overall response from expatriates and their spouses showed a mixed reaction to overseas assignment, whereby Australian expatriates felt

happier than Korean expatriates, but in the case of spouses, Korean spouses felt happier with overseas assignments.

In both groups, spouses proved to be the worst performers in terms of cross-cultural adaptation, worse than children and much worse than expatriates. The most important reason for rejecting an overseas assignment was 'spouse and family' as agreed by both groups. Of more concern was the high level of unwilling spouses embarking on an overseas assignment, at 70.3 percent for Koreans and 47.0 percent for Australians. Many Korean families, especially wives, do not want to go overseas in order to avoid disruption to their children's education during their senior school period when they have to prepare for university entrance. However, this unwillingness doesn't seem to be a fair indicator of future cross-cultural adaptation, since even though the Korean spouses showed a higher rate of unwillingness to supporting international assignments, their cross-cultural adjustment scores were found to be at a much higher rate when compared to Australian spouses.

This research has found that there are implications for spousal adjustment from all three dimensions, but notably from factors related to 'family relationships and decision-making', and 'reasons for rejection of expatriate assignments.' The cross-cultural adjustment and general well-being of the expatriate spouses can greatly influence overall expatriate success, and therefore, organisations need to implement adequate policies to provide better training and relocation services before and after arrival.

In particular, the study found that the most important concern was 'repatriation issues' for Koreans and 'not good career advancement' for Australians.

The four important issues for Australians were, in order of importance:

1. 'Not good career advancement'
2. 'Children's education and welfare'
3. 'Unchallenging job'
4. 'Inadequate financial reward.'

However, for Korean expatriates, they were:

1. 'Repatriation issues'
2. 'Children's education and welfare'
3. 'Length of appointment'
4. 'Disruption to home country life.'

Again, a holistic approach can be useful to look into these concerns as Avril and Magnini (2007) emphasised such variables as the expatriate's family status, emotional intelligence, dietary and exercise habits, and his/her learning orientation to enhance expatriate's success.

These findings are consistent to the findings of Tung (1981) who reported that U.S. executives believe the main reason for expatriate failure is a spouse's inability to cope with the demands of the new environment. Black (1988) emphasised family and spouse adjustment as the most important non-work variable in international work adjustment. These views have also been supported by researchers James and Hunsley (1995), Harvey and Buckley (1998), Caligiuri et al (1998) and Ali et al (2003).

**Religious Commitment and Family Stability:** Although ‘religious commitment’ was not a significant factor in this investigation, it might be useful to understand ‘religious commitment’ as a major factor in terms of group differences. This may be important since nationality was a significant factor. In terms of ‘religious commitment,’ Koreans reported they were much more committed than Australians (41.3 percent of Korean expatriates spent more than five hours per month involved in religious activities compared to 0 percent of Australians). When Koreans engage in religious activities in Australia, regardless of religious traditions, all family members are involved and therefore such family outings and activities could enhance family stability and unity.

Also all Korean expatriates were married (100 percent) and spouses tended to stay with them (100 percent) at a rate far greater when compared to Australians (72 percent married and 77.3 percent staying together). Lastly, much higher level of the Korean expatriates’ children (92.1 percent) were staying with them than Australians (52.9 percent). Nationality was a significant factor for family adjustment. Marital status, spouses and children staying with the expatriates and religious commitments were clearly the major differences between the two groups. Therefore, it is important to consider the possible impacts of these cross-cultural differences in understanding cross-cultural adjustment and expatriate success.

The importance of recognising family and spouse adjustment is further explained in the next section in terms of training and support implications.



### 5.4.3 Training and Support Issues

**Language Skills:** The most notable difference when comparing the two expatriate groups concerns target language skills. Australians tend to be more linguistically versatile, influenced by European ancestry and multi-cultural society, but their Korean language skills on average are not operational at all. ‘Language skill’ was found to be the only major concern that showed an increase in importance (up 3.3 percent) to Australian expatriates after arrival in Korea, while all other concerns declined. Overall, Australian expatriates had much higher support on both language and cultural familiarisation trainings than Korean expatriates, but Korean expatriates demonstrated a much higher level of language fluency as they had learnt English during their secondary and tertiary education.

Understanding target language is important not only for the purpose of achieving organisational objectives but also for the successful cross-cultural adjustment of expatriates and their family members. However, learning a language takes a long time and it involves a whole system of individual, educational, organizational and environmental variables, all of which affect the achievement of language proficiency. Language training can be a long and costly exercise for both organisations, and individual expatriates, and therefore an effective and efficient corporate language policy is needed.

**Social Time:** Findings indicate that both Australian and Korean expatriates do not spend much of their social time with locals whilst on expatriate assignment, with responses ranging from 24 percent for Australians and 25 percent for Koreans. In

general, however, spending more time in socialising with locals could lead to higher levels of cross-cultural adjustment and expatriate success.

Recently, the contributions made by host country nationals in promoting successful expatriate adaptation have been increasingly recognised (Vance and Ensher 2002). Harvey (1997) emphasized the importance of training third country managers for assignments within an organization's home market. Also, Sarkar-Barney (2003) highlighted the importance of adapting globally used training systems to specific cultural contexts, using local people wherever possible.

Humes (1993) claimed that Japanese multinationals are now admitting that their biggest challenge in host country management is to integrate non-Japanese into key managerial positions. As part of expanding the pool of expatriates, Napier (1992) claimed that executive positions tended to be occupied by expatriates or parent country nationals, while lower level employees in most international operations tended to be local country nationals. These trends reflect growing recognition of the importance and the difficulties in achieving confidence in the target language and family adjustment to the new environment.

These two important aspects, language skills and social time, are not exclusive of each other, since language fluency leads to more active socialisation with locals, while simultaneously, more social time would also enhance the understanding of local cultures and improve communication skills. Therefore, organizations need to encourage expatriates to make more commitments in learning the target language and culture, and also in spending more time with locals. Overall, family members in both

Australian and Korean groups perform worse than expatriate themselves, especially spouses.

In summary, the findings indicate strongly that there is a need for organisations to increase their training and support infrastructure for expatriates before and after the arrival, with focus on improving language fluency, cultural understanding, socialising time with locals, and especially in recognising the needs of their family members.

### **5.5 Limitations of the Study**

Despite the fact that there are many significant contributing factors claimed, this research has some limitations and weaknesses in its approach and process. Despite the extensiveness of the research investigation, the target sample population of this research was rather small, even though the research initially targeted the entire populations from the two study groups. Despite this limitation, the research questionnaires were sent to the entire target population of 138 expatriates, achieving a good response rate of 64.5 percent, with 28 Australian expatriates and 52 Korean expatriates responding.

Due to the rather small population, the statistical analysis adopted in this research was limited to examining the group differences over a variety of topics and variables, rather than looking into statistical significance through more sophisticated multivariate statistical analysis.

## **5.6 Suggestions for Future Study**

First, as indicated in the research implications, it is rather difficult to clearly define success for expatriate performance. In the future it will be useful to present clearer guidelines to respondents in terms of evaluation and performance criteria on which they could measure their success, as well as success of others. It would be also ideal to include the opinions and business outcomes of organisations on expatriates.

Second, it would be necessary to address spouse-specific issues of expatriation over two stages: before-departure and after-arrival, so that the results could be objectively clear for organisations and thus more useful to indicate what can be done and how it can be effectively organised. Also, researchers need to examine the issues related to the impact of spouse on success on their own merits, rather than trying to understand them as an auxiliary to the adjustments and performances of their partners (principal expatriates).

Third, this research covered only two expatriate communities in rather a small sample, and therefore further research needs to be added to include extended expatriate communities.

Finally, conducting multivariate statistical analysis for an extensive number of variables is an exhaustive and strenuous exercise. Therefore, it would be necessary to take a more functionally focused approach in order to see certain relationships more clearly and in depth.

Despite such limitations, the study's strengths in addressing the importance of addressing nationality in empirical testing, and in understanding the significant contribution of family and spouse factors in cross-cultural adjustment, and in highlighting a multi-dimensional and holistic approach in understanding expatriate success needs to be recognised.

## **5.7 Concluding Remarks**

This research investigated the relationship between six independent variables and the dependent variable, expatriate success, with a focus on 'human factors.' In general, expatriates' effectiveness depends largely on how well their families adjusted themselves to the target culture. However, expatriate success is also influenced by many other variables and in this research, a comprehensive approach was adopted to include family, organisational and cross-cultural dimensions, in a similar way to the model proposed by Black et al (1991), which adopted three distinctive areas - cross-cultural, psychological and organisational dimensions.

There were two significant factors predicting expatriate success, nationality and family adaptation. Overall, Korean expatriates seemed to be more adequately prepared for their assignments in terms of training, and they performed better in their overseas assignments. Noticeably, Korean expatriates demonstrated strengths in family and spouse relationship, educational background, target language proficiency, and social and religious commitments, all of which could have influenced the performance and adjustment outcomes positively. Importantly, the study produced a supporting

argument for the importance of family and spousal factors in achieving expatriate success.

Overall, both groups acknowledged that there is room for further improvement in terms of the qualifications they have and the amount of preparation they had made for international assignments, significant factors related to producing better performance and more efficient cross-cultural adaptability. However, it is also crucial for human resource managers to understand the magnitude of gaps between ‘objective importance’ and ‘self evaluation.’ It is important for them to implement adequate strategies to address these shortfalls from the selection stage to the repatriation stage, in both pre-departure and after-arrival, so that international assignments bring satisfaction and efficiency to all stakeholders, especially in terms of personal and family health and well-being.

Expatriates can also adopt a holistic approach, in making preparations before departure, cultivating positive outlooks in adjusting themselves to the target environment, and addressing issues and needs for their spouses and children, so that no one will feel missed out or neglected. It is only through a comprehensive and holistic consideration of all stakeholders in the expatriation process that long-term success to organisations, individuals, families, and the wider communities can be assured.

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## **APPENDICES**

The section contains the following:

1. Letter of Proposal (English)
2. Letter of Proposal (Korean)
3. Letter of Consent (English)
4. Letter of Consent (Korean)
5. Expatriate Management Survey (English Questionnaire)
6. Expatriate Management Survey (Korean Questionnaire)
7. Correlation Table 1 (without leadership styles)
8. Correlation Table 2 (leadership styles)

## **Appendix 1: Letter of Proposal (English)**

Dear Participant,

First of all, I would like to express my sincere appreciation for your work in promoting the bilateral relationship between Australia and Korea. The internationalisation of the world's markets has led to a significant increase in the cross-cultural interactions between nations, and the use of expatriates to represent governments and businesses in this "global village" has led to large numbers of professionals living and working overseas, including Korea. It is a hard work and also a serious commitment to work as an expatriate far away from home.

Having to work in a different cultural and working environment is not without costs and problems. Even though a remarkable growth has been achieved in research on cross-cultural adjustment, relatively little theoretical and empirical efforts have been conducted in the area of international adjustment on expatriates, especially in Korea and in Australia. My doctoral dissertation aims to meet such a need in consolidating theoretical and empirical research through an extensive and comparative analysis on the international adjustment of expatriate professionals working in Australia and Korea.

However, it seems to be appropriate to inform you that the questionnaire enclosed is a long one since this research is designed to investigate the full cycle of human resources practices extensively on a small population of Australian and Korean expatriates working in Korea and Australia. So much so, your help and contribution will be invaluable for my research, and therefore I can only rely on your kindness and generosity. Please fill up the questionnaire enclosed and return it using a self-stamped envelope. Your information will be, of course, regarded strictly confidential and used only for statistical analysis and academic reasons. As soon as the result is processed statistically, I will send you an outline of the analysis for your reference. If you want to have the outline, please include your address when you reply.

Your help will be greatly appreciated and please let me know if I can be of assistance to you either in Korea or in Australia.

Yours sincerely,

Hyun Chang  
A Candidate for DBA (Doctor of Business Administration)  
Murdoch University

Encl.: Questionnaire, Consent Form, Return Envelope, Name Card, Letter of Recommendation

## Appendix 2: Letter of Proposal (Korean)

안녕하십니까?

저는 현재 서부호주에 있는 머독대학교에서 경영학으로 박사과정을 밟고 있으며 퍼스에 소재한 커틴과학기술대학교에서 한국학을 가르치고 있는 “장 현”이라고 합니다. 박사과정의 마지막 단계인 연구논문의 준비 때문에 오늘 선생님께 중요한 부탁을 드리려고 합니다.

세계화의 첨병으로서 갖은 어려움을 겪으시면서 이 머나먼 이국 땅에서 한국을 위해 열심히 일하고 계시는 선생님의 노고에 감사를 드리고 싶습니다. 여러모로 바쁘시겠지만 선생님의 귀중한 시간을 내 주시면 대단히 감사하겠습니다.

본 연구의 목적은 “해외주재원”들의 인적자원 경영에 대한 전반적인 측면(선발 및 채용, 부임 이전의 교육/훈련, 배우자 및 가족, 개인 또는 직장 관계, 상호 문화 및 귀국 이후의 제반 문제, 그리고 해외 임무의 성패)을 살펴보는 것으로서 본 연구의 결과는 “해외주재원”의 업무 및 생활에 대한 이해를 증진시키고 향후 업무 활동과 국제적 상호간 문화의 이해를 촉진시키는 데 학문적인 차원에서 기여를 하게 될 것입니다. 또한 본 연구는 문화환경이 아주 다른 한국과 호주를 비교 연구하는 것으로 한국과 호주의 각 주재원들, 관련 직장들, 그리고 두 공동체 사이의 동질성, 이질성에 대한 이해를 높이는 데 도움이 될 것입니다.

본 설문지에는 정답이나 오답이 없으며, 선생님의 의견은 부호화되어 통계적 방법으로 처리가 되고 분석 결과가 나오게 되므로 선생님의 신상에 아무런 불이익이나 영향을 끼치지 않을 것이며, 오직 연구를 위한 자료로만 사용될 것을 약속드립니다. 첨부된 설문지의 내용들을 잘 읽으시고 가능한 한 정확하고 솔직하게 그리고 모든 질문에 빠짐없이 응답해 주시기 부탁 드립니다. 대단히 감사합니다.

본 연구의 광범위한 성격상 우편으로 연락을 드리는 대신 직접 찾아 뵙고 인사도 드리고 더 자세한 설명을 드리려고 합니다. 또한 본 설문서는 전화로 연락을 드리고 방문을 해서 수거하도록 하겠습니다. 선생님의 많은 지도와 협조를 부탁 드립니다. 연구를 도와 주시는 선생님께 다시 한번 감사를 드리고 분석 결과가 나오면 그 결과를 또한 간략하게 보고를 드리도록 하겠습니다. 항상 건강하시고 즐거운 주재 생활이 되시길 빕니다.

장 현 드림

첨부: 지도교수 추천서, 동의서, 설문서 각 1 부씩

(설문서는 전화를 드린 다음 다시 찾아 뵙고 수거해 가도록 하겠습니다. 감사합니다.)

### Appendix 3: Consent Form (English)

#### Consent Form

*Title of the Project*

**Cross-Cultural Adjustment of Expatriate Managers: A Comparative Study of Australian Managers Working in Korea and Korean Managers Working in Australia**

*Potential Benefits of the Project*

This project aims to promote the understanding of expatriate managers in the full cycle of human resource management aspects, such as recruitment/selection, spouse and family concerns, personal and organisational dimensions. Findings of this research will broaden the scope of understanding of expatriates' issues and its following implications for future international business activities and closer cross-cultural understanding between nations. The cross-cultural and comparative aspects of this study based on Australia and Korea, the two culturally very different nations, will also greatly enhance our understanding on similarities and dissimilarities between individual expatriates, business organisations and international communities.

#### Guidelines

1. The free consent of participants must be obtained before research is undertaken. The investigator is responsible for providing the subject at his or her level of comprehension with information about the purpose, methods, demands, risks, inconveniences and discomforts associated with the study. If necessary, the services of an interpreter or other third party should be used. A description of the potential benefits for the individual and society should also be included.
2. Consent should be obtained in writing unless there is a good reason to the contrary. If consent is not obtained in writing, the reason for not so doing and the circumstances under which it will be obtained should be noted on the application form.
3. The consent form must make it clear that the participant is free at any time to withdraw consent to further participation without prejudice in any way. In such cases, the record of that subject is to be destroyed, unless otherwise agreed by the subject.

4. The investigator must offer to answer any questions the participant has concerning the research.
5. The disclosure/consent form must provide the name and telephone number of a contact person.
6. A copy of the disclosure/consent form must be provided for the subject to take home.
7. Signed agreement to take part is suggested in the following terms.

I have read the information above and any questions I have asked have been answered to my satisfaction. I agree to participate in this activity, realising that I may withdraw at any time without prejudice. I agree that research data gathered for the study may be published provided my name or other identifying information is not used.

\_\_\_\_\_  
Participant/Authorised Representative

\_\_\_\_\_  
Date

\_\_\_\_\_  
Investigator - Hyun Chang

\_\_\_\_\_  
Date

#### **Appendix 4: Consent Form (Korean)**

동의서

연구 주제

**해외 주재원들의 상호 문화적응:  
호주의 한국 주재원들과 한국의 호주 주재원들의 비교연구**

본 연구의 목적은 해외주재원들의 인적자원 경영에 대한 전반적인 측면(선발 및 채용, 배우자 및 가족, 개인 또는 직장 관계, 상호 문화문제를 살펴보는 것입니다. 본 연구의 결과는 해외주재원의 업무 및 생활에 대한 이해를 증진시키고 향후 업무 활동과 국제간 상호 문화의 이해를 촉진시키는 데 학문적인 차원에서 기여를 하게 될 것입니다. 또한 본 연구는 문화환경이 아주 다른 한국과 호주를 비교 연구하는 것으로 한국과 호주의 각 주재원들, 관련 직장들, 그리고 두 공동체 사이의 동질성, 이질성에 대한 이해를 높이는 데 도움이 될 것입니다.

**안내 말씀:**

참여자의 자유로운 동의가 연구가 시작되기 전에 서면으로 있어야 합니다. 참여를 원하지 않는 경우에는 아무 때나 취소하실 수 있고 기 조사된 내용에 대해서도 말소를 요구하실 수 있습니다. 궁금하신 점이 있으시면 아무 때나 조사자에게 연락해 문의하실 수 있고 조사자는 이에 자세하게 응답할 의무가 있습니다. 참여하시는 경우에는 성함, 전화번호를 아래에 적어 주시기 바랍니다.

나는 위에 제공된 정보를 숙지하였고 궁금한 점이 없으며 이 연구에 참여할 것을 동의하며 원하지 않을 때는 편견 없이 참여를 취소할 수 있음에 동의한다.

또한 나의 이름 및 신분에 대한 정보가 비밀로 보장이 되는 범위 내에서 조사된 연구자료가 출판되는 것을 동의한다.

(서명): \_\_\_\_\_ 년 월 일  
참여자: 한글 성함 - 서명 날자

(서명): \_\_\_\_\_ 년 월 일  
조사자 - 장 현 서명 날자

**Appendix 5: Expatriate Management Survey (English Questionnaire)**

## **Expatriate Management Survey**

*This survey form is prepared to research what influences expatriate success on international assignment, and, of course, the contents and results of this survey will only be used anonymously for statistical and analytical reasons. Your valuable time in answering these important questions would be greatly appreciated. Your participation and frankness are sincerely appreciated. Thank you very much.*

**Question 1. Family Relationships**

- How happy were you, your partner and your relatives with your current overseas assignment?  
1 = *Extremely unhappy*  
2 = *Unhappy*  
3 = *Neutral*  
4 = *Happy*  
5 = *Extremely happy*  
\_\_\_\_\_ Myself  
\_\_\_\_\_ My spouse  
\_\_\_\_\_ My relatives
- What were the major areas of concern for your partner in relation to your overseas assignment? (*Please rank them in order of importance, 1 the most important – 5 the least important, and if there were other reasons than these, please write them in the space allocated below.*)  
\_\_\_\_\_ Unfamiliarity of target culture  
\_\_\_\_\_ Unfamiliarity of target language  
\_\_\_\_\_ Children's education  
\_\_\_\_\_ Quality of living  
\_\_\_\_\_ Job prospects
- Have you ever rejected an international assignment before?  
☐ Yes      ☐ No
- Why would you reject an international assignment? (*Please rank them in order of importance.*)  
☐ Language difficulty  
☐ Spouse and family  
☐ Money  
☐ Unpleasant life abroad  
☐ Location  
☐ Cultural differences  
☐ Job and career  
☐ Disruption to home country life  
☐ Contract too long
- How often does your spouse disagree over your personal habits? (*Please tick on the appropriate section below.*)  

_____	_____	_____	_____	_____	_____
<i>Never</i>	<i>Hardly</i>	<i>Not</i>	<i>Fairly</i>	<i>Very</i>	<i>Almost</i>
	<i>ever</i>	<i>often</i>	<i>often</i>	<i>often</i>	<i>all the time</i>
- How often does your spouse disagree over your big decisions? (*Please tick on the appropriate section below.*)  

_____	_____	_____	_____	_____	_____
<i>Never</i>	<i>Hardly</i>	<i>Not</i>	<i>Fairly</i>	<i>Very</i>	<i>Almost</i>
	<i>ever</i>	<i>often</i>	<i>often</i>	<i>often</i>	<i>all the time</i>

## Question 2. Recruitment and Selection

- Have you had some kind of selection tests for your current position?  
☐ Yes      ☐ No (*If the answer is no, go to Question 3*)



- What kinds of selection tests were conducted for selection of your current position?
  - ☐ Psychological profiles (or personality) tests
  - ☐ Work-related aptitude tests
  - ☐ Language tests
  - ☐ Cultural aptitude tests
  - ☐ General ability tests
- If you were to make a recruitment decision, what kinds of selection tests would be appropriate for the current position?
  - ☐ Test not recommended (If ticked, please go to next question) or

***(Please rank the following in order of importance)***

- ☐ Psychological profiles (or personality) tests
- ☐ Work-related aptitude tests
- ☐ Language tests
- ☐ Cultural aptitude tests
- ☐ General ability tests

### **Question 3. Leadership Styles**

*The following statements are designed to provide you with insights regarding how you see yourself as a leader. In the blank space next to each statement, write the number that best describes how frequently you engage (or would engage) in the behaviour described when you are in a leadership position. The numbers represent the following.*

- 1 = never*
- 2 = occasionally*
- 3 = fairly often*
- 4 = very often*
- 5 = always*

Example:

4 I ask for suggestions from my work group.

- \_\_\_\_\_ 1. I delegate decision-making authority to others.
- \_\_\_\_\_ 2. I tell my people what is expected of them.
- \_\_\_\_\_ 3. The decisions I make reflect prior consultations with my people.
- \_\_\_\_\_ 4. I do personal favours for my people.
- \_\_\_\_\_ 5. I make no final decisions until my people are in general agreement with them.
- \_\_\_\_\_ 6. I alone make the final decisions, but I do get my people's opinions before doing so.
- \_\_\_\_\_ 7. I often change my behaviour to fit the occasion.
- \_\_\_\_\_ 8. My people and I jointly analyse problems in reaching decisions.
- \_\_\_\_\_ 9. I set my deadlines by which my people must finish their work.
- \_\_\_\_\_ 10. I sell my decisions to others through effective persuasion.
- \_\_\_\_\_ 11. I get my people's ideas regarding tentative decisions before making them final.
- \_\_\_\_\_ 12. I show confidence and trust in my people.
- \_\_\_\_\_ 13. I set specific, definite standards of performance that are expected of my people.
- \_\_\_\_\_ 14. I let my people have as much responsibility for final decisions as I do.
- \_\_\_\_\_ 15. I use rewards and promises of rewards to influence my people.
- \_\_\_\_\_ 16. I lead with a firm hand.
- \_\_\_\_\_ 17. My people have as much a voice in decision making as I do.
- \_\_\_\_\_ 18. I give suggestions, but I leave my people free to follow their own course of action.
- \_\_\_\_\_ 19. Before I make a decision, I look for individual opinions from my people.

\_\_\_\_\_ 20. I like to let people make their own decisions.

#### Question 4. Attractions for an International Assignment

##### 1. Attraction Experience

*How important do you think the following were in taking up your current assignment? .*

- a. For Spouse and Family
- b. Good Location
- c. Financial Reward
- d. Career advancement
- e. Quality and Satisfaction of Life
- f. Cross-Cultural Experience
- g. Personal Growth
- h. Job Challenge

- **Order of Importance for Attraction Points:** Using item *a* to *h* above as the major points of attraction for international assignments, please put them in order of importance on the following rating scale by writing an item number above each.

_____	_____	_____	_____	_____	_____	_____	_____
1	2	3	4	5	6	7	8
<i>most</i>							<i>least</i>
<i>important</i>							<i>important</i>

##### 2. Career Advancement

In comparing potential domestic and global careers, which do you think could give you the greatest professional opportunities?

	Domestic	Global
I could succeed faster in	<input type="checkbox"/>	<input type="checkbox"/>
I could earn a higher salary in	<input type="checkbox"/>	<input type="checkbox"/>
I could have greater status in	<input type="checkbox"/>	<input type="checkbox"/>
I could be more recognised for my work in	<input type="checkbox"/>	<input type="checkbox"/>
I could have a more interesting professional life in	<input type="checkbox"/>	<input type="checkbox"/>
I could have a more satisfying personal life in	<input type="checkbox"/>	<input type="checkbox"/>

##### 3. Concerns for an International Assignment

- What is the major concern with your overseas post now? (*Please tick*)

- ☐ spouse adjustment
- ☐ children's education
- ☐ children's cultural adaptation
- ☐ language skills
- ☐ your security
- ☐ family security

- *How important do you think the following concerns were in taking up your current assignment? Please circle the number that best suits your opinion.*

- 1. *Not at all important*
- 2. *Fairly unimportant*
- 3. *Fairly important*
- 4. *Very important*
- 5. *Extremely important*

	<i>Not all</i>	<i>all</i>				<i>Extremely</i>
a. Disruption to Home Country Life	1	2	3	4	5	

b. Unchallenging Job	1	2	3	4	5
c. Inadequate Financial Reward	1	2	3	4	5
d. Not Good Career advancement	1	2	3	4	5
e. Unpleasant Life Abroad	1	2	3	4	5
f. Children's Education & Welfare	1	2	3	4	5
g. Length of Appointment	1	2	3	4	5
h. Reluctant Spouse	1	2	3	4	5
i. Repatriation Issues	1	2	3	4	5

### Question 5. Your Familiarity with the Target Environment

*This is to find out how important you think it is and how familiar you are with business practices and culture(s) of the country in which you are now living.*

#### **How important**

1. Not at all important
2. Fairly unimportant
3. Fairly important
4. Very important
5. Extremely important

#### **How familiar**

1. No understanding
2. Limited understanding
3. Competent understanding
4. Very good understanding
5. Fully familiar with all aspects

	Importance					Your familiarity				
Korean language(s)	1	2	3	4	5	1	2	3	4	5
Korean business practices	1	2	3	4	5	1	2	3	4	5
Korean customs	1	2	3	4	5	1	2	3	4	5
Korean value/belief systems	1	2	3	4	5	1	2	3	4	5
Korean Non-verbal behaviours	1	2	3	4	5	1	2	3	4	5

- **Has your family taken any of the following courses after you arrived here?** (Please tick yes or no. If you ticked yes, please write how long it was.)

Language Training	<input type="checkbox"/> Yes	<input type="checkbox"/> No	_____ months, _____ days
Cultural Awareness Training	<input type="checkbox"/> Yes	<input type="checkbox"/> No	_____ months, _____ days
Environmental Briefing	<input type="checkbox"/> Yes	<input type="checkbox"/> No	_____ months, _____ days
Cultural Assimilator	<input type="checkbox"/> Yes	<input type="checkbox"/> No	_____ months, _____ days
Sensitivity Training	<input type="checkbox"/> Yes	<input type="checkbox"/> No	_____ months, _____ days
Others (please specify):	<input type="checkbox"/> Yes	<input type="checkbox"/> No	_____ months, _____ days

### Question 6. Cross-Cultural Adaptability

This section is designed to find out how well you can normally adapt to another culture? Please answer by circling one of the numbers on the following 5-point scale to indicate your opinion on the following statements.

- 1 = strongly disagree  
2 = disagree  
3 = neutral (neither disagree nor agree)  
4 = agree  
5 = strongly agree

	Strongly Disagree	.....	Strongly Agree
• I am constantly trying to understand myself better. I feel I know my strengths and weaknesses.	1	2	3 4 5
• I respect the opinions of others, though I may not always agree with them.	1	2	3 4 5
• I interact well with people who are very different	1	2	3 4 5

- from myself in age, race, economic status, and education.
- If I were at a party with foreigners, I would normally go out of my way to meet them. 1 2 3 4 5
  - I do not need to understand everything going on around me. I tolerate ambiguity. 1 2 3 4 5
  - I am able to change course quickly. I readily change my plans or expectations to adapt to a new situations. 1 2 3 4 5
  - I often find humour in difficult situations, and afterwards I can laugh at myself. 1 2 3 4 5
  - When I have to wait, I am patient. I can be flexible with my agenda, schedule, or plans. 1 2 3 4 5
  - I am always asking questions, reading, exploring. I am curious about new things, people, and places. 1 2 3 4 5
  - I am resourceful and able to entertain myself. 1 2 3 4 5
  - I tackle problems confidently without always needing the help of staff or spouse. 1 2 3 4 5
  - When things go badly, I am able to keep my mind clear and my attitude positive. 1 2 3 4 5
  - I have made mistakes and learned from them. 1 2 3 4 5
  - In unfamiliar situations, I watch and listen before acting. 1 2 3 4 5
  - I am a good listener. 1 2 3 4 5
  - When I am lost, I ask for directions. 1 2 3 4 5
  - I sincerely do not want to offend others. 1 2 3 4 5
  - I like people and accept them as they are. 1 2 3 4 5
  - I am sensitive to the feelings of others and observe their reactions when I am talking. 1 2 3 4 5
  - I like new ideas, new ways of doing things, and am willing to experiment. 1 2 3 4 5

### Question 7. Performance Measurement

A. *Indicators: What, in your view, are the best indicators of performance on job? Score each of the following phrases on the scale of 1 to 10*

- \_\_\_\_\_ Experienced meaningfulness of the work
- \_\_\_\_\_ Experienced responsibility for outcomes of the work
- \_\_\_\_\_ Knowledge of the actual results of the work activities
- \_\_\_\_\_ Internal work motivation
- \_\_\_\_\_ Quality of work performance
- \_\_\_\_\_ Satisfaction with the work
- \_\_\_\_\_ Satisfaction with your family's adjustment
- \_\_\_\_\_ Quality of social networking
- \_\_\_\_\_ Improvement of career prospect
- \_\_\_\_\_ Improvement of professional/cross-cultural skills

B. *Evaluation: Estimate your current performance level, as well as the average of other expatriate managers working in Korea by rating it out of 100.*

- How much would you rate your overall performance out of 100.  
\_\_\_\_\_ out of 100.
- How much would you rate the performance of expatriates you know on average in Korea?

\_\_\_\_\_ out of 100.

- How well do you think you are adapting to Korean environment? (Please rate.)  
\_\_\_\_\_ out of 100.
- How well do you think your spouse is adapting to Korean environment? (Please rate.)  
\_\_\_\_\_ out of 100.
- How well do you think your children are adapting to Korean environment? (Please rate.)  
\_\_\_\_\_ out of 100.
- In terms of the overall Australian expatriates in Korea, how well do you think they are adapting to Korean environment? (Please rate.)  
\_\_\_\_\_ out of 100.
- In terms of the spouses of the overall Australian expatriates in Korea, how well do you think they are adapting to Korean environment? (Please rate.)  
\_\_\_\_\_ out of 100.
- In terms of the children of the overall Australian expatriates in Korea, how well do you think they are adapting to Korean environment? (Please rate.)  
\_\_\_\_\_ out of 100.

### General Information

**INSTRUCTION: Please tick the appropriate box or respond in the way requested if applicable.**

- **Sex:** ☐ Male ☐ Female
- **What is your current marital status? Choose one option.**  
☐ Single ☐ De facto ☐ Married ☐ Divorced
- **What is your age? Tick one.**  
☐ 26-30 ☐ 31-35 ☐ 36-40 ☐ 41-45 ☐ 46-50  
☐ 51-55 ☐ 56-60 ☐ 61-65 ☐ 66-70 ☐ 71-75  
☐ 76-80 ☐ 81-85 ☐ 86 and above
- **Is your spouse/partner staying with you in Korea?**  
☐ Yes ☐ No ☐ Normally yes ☐ Normally not
- **Do you have any dependent children? Include stepchildren, if any.**  
☐ Yes ☐ No
- **How many of your children are normally staying with you in Korea?**  
\_\_\_\_\_ out of \_\_\_\_\_
- **What is your religion?**  
☐ Protestant ☐ Catholic ☐ Buddhist  
☐ Islam ☐ Hindu ☐ Shamanist  
☐ Others (please specify): .....

- **How much time do you dedicate monthly in your religious activities per a month?**
  - ☐ Less than an hour                      ☐ 1 hour to 5 hours
  - ☐ 5 hours to 10 hours                      ☐ 10 hours to 20 hours
  - ☐ more than 20 hours
  
- **How much formal education you have completed?**
  - ☐ Year 10 or less                      ☐ High school certificate
  - ☐ University (undergraduate degree)                      ☐ University (Postgraduate degree)
  - ☐ Others (please specify): .....
  
- **How much do you normally spend per a week in socialising with:**
  - Locals for \_\_\_\_\_ hours
  - Australian expatriates for \_\_\_\_\_ hours
  - Other national expatriates for \_\_\_\_\_ hours
  
- **How much time do you think you require to spend with people for successful adjustment in target environment?**
  - Locals for \_\_\_\_\_ hours
  - Australian expatriates for \_\_\_\_\_ hours
  - Other national expatriates for \_\_\_\_\_ hours
  
- **How long have you been with the current organisation?**
  - ☐ Years and ☐ months
  
- **How long have you been at the current position?**
  - ☐ Years and ☐ months
  
- **How long do you think you will continue working for this company?**
  - ☐ Only until I finish this job                      ☐ Until I retire from work
  - ☐ Two years at most                      ☐ From two to five years
  - ☐ More than five years

Thank you very much for your help. An abstract of the survey will be sent to you as soon as the analysis is completed.

## Appendix 6: Expatriate Management Survey (Korean Questionnaire)

### 해외(상사, 공관) 주재원 경영 설문서

이 설문서는 외국에 체류하고 있는 해외주재원들의 성공에 영향을 미치는 것들을 조사하기 위해 준비된 것으로서 동 설문서의 내용과 결과는 무기명으로 통계 및 분석에 사용될 것입니다. 중요한 질문들에 답해 주시는 주재원 여러분의 귀중한 시간과 참여 그리고 솔직한 답변에 대해 미리 깊이 감사드립니다.

**질문 1. 가족 관계** (배우자가 없으시면 다음 질문으로 가 주십시오.)

- 선생님과 배우자 그리고 친지들은 해외파견에 얼마나 기뻐하셨습니다?

1 = 굉장히 싫어했다

2 = 싫어했다

3 = 중립적이었다

4 = 좋아했다

5 = 굉장히 좋아했다

\_\_\_\_\_ 내 자신

\_\_\_\_\_ 내 배우자

\_\_\_\_\_ 내 친지(자녀들 포함)

- 선생님 배우자께서 선생님의 해외파견과 관련해서 염려한 이유들은 어떤 것들이 있었습니까? (중요도의 순으로 1 번(가장 중요함)부터 5 번(가장 중요하지 않음)까지 번호를 매겨 주시고 기타 다른 이유들은 아래 칸에다 적어 주시기 바랍니다.)

\_\_\_\_\_ 대상국 문화에 대한 이해부족      \_\_\_\_\_ 대상국 언어에 대한 이해부족

\_\_\_\_\_ 자녀들의 교육

\_\_\_\_\_ 생활의 질

\_\_\_\_\_ 직장의 전망

- 선생님께서는 이전에 해외 업무 발령(또는 제안)을 거절해 본 적이 있으십니까?

*f* 예      *f* 아니오

- 선생님의 경우에 만약 해외 임무를 거절하셔야 한다면 어떤 이유이겠습니까? (중요도의 순으로 1 부터 10 까지 번호를 매겨 주시기 바랍니다.)

*f* 언어의 어려움

*f* 배우자 및 가족 문제

*f* 금전적 이유

*f* 불유쾌한 해외 생활

*f* 지역적 특성

*f* 문화적 차이점

*f* 직책 및 경력

*f* 고국 생활의 단절

*f* 계약이 너무 길다

- 얼마나 자주 배우자가 선생님의 개인 습관에 동의하지 않으십니까? (해당 난에 표시✓)

절대	거의	자주는	때	아주	거의
없다	않는다	않는다	자주	자주	매번

- 선생님의 배우자는 선생님의 중요한 결정에 대해 얼마나 반대하십니까? (해당 표시✓)

절대	거의	자주는	때	자주	아주	자주	거의	매번
않는다	않는다	않는다	반대한다		반대한다	반대한다		

## 질문 2. 채용 및 선발

- 현재 직책을 맡으시는 데 일종의 선발 테스트를 거치셨습니까? (해당 난에 표시✓)

→예    →아니오 (만약 답이 “아니오”면 질문 3으로 가시기 바랍니다)

- 현재직책에 선발되는데 어떤 종류의 선발 테스트를 거치셨습니까? (해당 난에 표시✓)

→심리학적 특성 (또는 성격) 테스트

→업무 관련 적성 테스트

→언어 테스트

→문화 적성 테스트

→일반 능력 테스트

→기타(간략히 기술해 주십시오): .....

- 본인께서 직접 주자원 임명에 대한 결정을 내리신다면 어떤 종류의 선발 테스트가 현재의 직책에 합당하다고 생각하십니까?

→테스트를 권유하지 않음 (이 난에 표시✓ 하시면 다음 질문으로 가주십시오), 아니면

(다음 테스트들을 중요도의 순으로 1 부터 번호를 매겨 주시기 바랍니다)

→심리학적 특성 (또는 성격) 테스트

→업무 관련 적성 테스트

→언어 테스트

→문화 적성 테스트

→일반 능력 테스트

## 질문 3. 지도자 유형

다음 문장들은 선생님 자신을 지도자로서 어떻게 보는 가 하는 관점을 살펴보기 위한 것입니다. 선생님께서 지도자 위치에 있을 때 아래에 표현되는 행동들을 얼마나 자주



실시하고 계시거나 하게 되리라고 생각되시는 지 아래 표준에 의거해서 적합한 번호를 기재해 주십시오. (예: “소속직원들에게 제안을 요구한다”를 아주 자주하는 경우에는 4를 기재.)

1 = 전혀 않는다

2 = 가끔 한다

3 = 꽤 자주 한다

4 = 아주 자주

5 = 항상

보기:

- \_\_\_\_\_ 나는 그룹 동료들에게 의견을 묻는다.
- \_\_\_\_\_ 1. 나는 다른 사람들과 의사결정 권한을 위임한다.
- \_\_\_\_\_ 2. 나는 직원들에게 내가 기대하는 것이 무엇인지 얘기한다.
- \_\_\_\_\_ 3. 내가 내리는 결정은 내 직원들과 사전에 협의한 것을 반영한다.
- \_\_\_\_\_ 4. 나는 직원들한테 개인적인 혜택을 베푼다.
- \_\_\_\_\_ 5. 나는 내 직원들이 그들끼리 대체적으로 동의할 때까지 최종 결정을 안 내린다.
- \_\_\_\_\_ 6. 나는 나 혼자 최종 결정을 내리지만 그 전에 직원들의 의견을 듣는다.
- \_\_\_\_\_ 7. 나는 상황에 맞추기 위해 나의 행동을 수시로 바꾼다.
- \_\_\_\_\_ 8. 나와 내 직원들은 결정을 내리기 위해 문제를 공동으로 분석한다.
- \_\_\_\_\_ 9. 나는 직원들이 일을 끝내야 하도록 나의 마감시간을 정한다.
- \_\_\_\_\_ 10. 나는 효과적인 설득을 통해 다른 사람한테 나의 결정을 통과시킨다.
- \_\_\_\_\_ 11. 나는 최종결정 전에 내 직원들로부터 임시결정에 관한 의견을 수렴한다.
- \_\_\_\_\_ 12. 나는 내 직원들한테 신뢰와 믿음을 보인다.
- \_\_\_\_\_ 13. 나는 내 직원들한테 기대하는 세부적이고 확실한 업적수준을 정해준다.
- \_\_\_\_\_ 14. 나는 내 직원들한테 내가 하는 만큼 최종결정에 대한 많은 책임을 허용한다.
- \_\_\_\_\_ 15. 나는 직원들에게 영향력을 미치기 위해 보상과 보상에 대한 약속을 사용한다.
- \_\_\_\_\_ 16. 나는 강력한 힘으로 이끌어 간다.
- \_\_\_\_\_ 17. 내 직원들은 나 만큼 의사결정에서 많은 발언권을 가진다.
- \_\_\_\_\_ 18. 나는 제안은 하지만 내 직원들이 자발적으로 행동하도록 자유롭게 놔둔다.
- \_\_\_\_\_ 19. 결정을 내리기 전에 나는 직원들에게 개인적인 의견을 요구한다.
- \_\_\_\_\_ 20. 나는 사람들이 스스로 결정을 내리는 것을 좋아한다.

#### 질문 4. 국제적인 업무에 관한 매력들

##### 1. 매력의 경험

다음의 항목들이 현재의 직책을 맡기로 한 데 얼마나 중요한 작용을 했습니까?

- a. 배우자와 가족을 위해서
- b. 좋은 지리적 위치

- c. 좋은 재정적인 보수
- d. 직위의 향상
- e. 삶의 질과 만족
- f. 상호 문화적 경험
- g. 개인적인 성장
- h. 업무의 도전

- 매력 포인트의 중요도 순서: 위의 8 개 항목들을 국제적인 업무의 매력 포인트로서 a 부터 h 까지를 그 중요도의 순서에 따라 아래 줄에다 차례로 적어 주십시오.

1	2	3	4	5	6	7	8
가장							가장
중요함							중요하지 않음

## 2. 승진

전망이 있는 국내 직책과 국외 직책을 비교할 때 어느 쪽이 다음 항목에서 선생님께 더 좋은 기회를 제공한다고 보십니까?

	국내 직책	국제적인 직책
내가 더 빨리 성공할 수 있는 곳은 .....	<i>f</i>	<i>f</i>
내가 더 많은 봉급을 받을 수 있는 곳은 .....	<i>f</i>	<i>f</i>
내가 더 높은 지위를 성취할 수 있는 곳은 .....	<i>f</i>	<i>f</i>
내 일이 더 인정을 받을 수 있는 곳은 .....	<i>f</i>	<i>f</i>
내가 직장 생활을 더 재미있게 할 수 있는 곳은 .....	<i>f</i>	<i>f</i>
내가 더 만족스러운 개인 생활을 가질 수 있는 곳은 ..	<i>f</i>	<i>f</i>

## 3. 해외주재원 직무에 관한 염려

- 해외 주재원 직책에 대한 염려는 무엇입니까?

*f* 배우자의 적응 문제

*f* 자녀들의 교육관계

*f* 자녀들의 현지 문화에의 적응

*f* 언어 능력

*f* 선생님의 안전

*f* 가족들의 안전

- 선생님의 현재의 임무를 맡으시는 데 아래의 염려들이 얼마나 중요한 작용을 했습니까? 아래 항목들에 대해 다음의 표준에 따라서 가장 적합한 번호에 동그라미를 쳐 주십시오.

1 = 전혀 중요하지 않았다

2 = 별로 중요하지 않았다

3 = 꽤 중요했다

4 = 아주 중요했다

5 = 굉장히 중요했다

	전혀				굉장히
a. 고국 생활의 중단	1	2	3	4	5
b. 도전적이 아닌 업무	1	2	3	4	5
c. 부적절한 재정적 보상	1	2	3	4	5
d. 별로 좋지 않은 승진	1	2	3	4	5
e. 불유쾌한 외국 생활	1	2	3	4	5
f. 자녀들의 교육과 복지	1	2	3	4	5
g. 발령 기간	1	2	3	4	5
h. 기꺼워하지 않은 배우자	1	2	3	4	5
i. 귀국 후의 문제들	1	2	3	4	5

#### 질문 5. 상대국 환경에서의 적응성

현재 지내고 계시는 상대국 환경의 문화와 상관습들이 현재 업무에 얼마나 중요하다고 생각하고 계신지 그리고 그런 것들을 얼마나 잘 알고 계신지를 알려 주시기 바랍니다.

얼마나 중요하다고 생각하십니까?

얼마나 잘 알고 계십니까?

1. 전혀 중요하지 않다

1. 완전히 모른다

2. 별로 중요하지 않다

2. 약간 알고 있다

3. 약간 중요하다

3. 필요한 정도로 알고 있다

4. 아주 중요하다

4. 아주 잘 알고 있다

5. 굉장히 중요하다

5. 모든 면에서 완전히 알고 있다

	중요한 정도	아는 정도
영어	1 2 3 4 5	1 2 3 4 5
호주인의 상관습	1 2 3 4 5	1 2 3 4 5
호주인의 문화적 관습	1 2 3 4 5	1 2 3 4 5
호주인의 가치/믿음 체계	1 2 3 4 5	1 2 3 4 5
호주인의 비언어적 행동들	1 2 3 4 5	1 2 3 4 5

- 선생님 가족이 호주에 도착한 후로 아래 항목 중에서 어떤 종류의 훈련이나 지원을 받았는 지 적어 주시기 바랍니다. (“예”로 답하신 경우에 그 기간을 생각하시는 대로 적어 주십시오)

언어 훈련      f 예      f 아니오      \_\_\_\_\_ 개월 \_\_\_\_\_ 일  
문화 습득 훈련 f 예      f 아니오      \_\_\_\_\_ 개월 \_\_\_\_\_ 일

환경 브리핑 *f* 예 *f* 아니오 \_\_\_\_\_ 개월 \_\_\_\_\_ 일  
 문화 동화 훈련 *f* 예 *f* 아니오 \_\_\_\_\_ 개월 \_\_\_\_\_ 일  
 감수성 훈련 *f* 예 *f* 아니오 \_\_\_\_\_ 개월 \_\_\_\_\_ 일  
 기타 (간략히 기술): ..... \_\_\_\_\_ 개월 \_\_\_\_\_ 일

## 질문 6. 상호 문화 적응도

이 구획은 선생님께서 보통 다른 문화에 얼마나 잘 적응할 수 있는지를 알아보기 위해 고안된 것입니다. 각 문장을 읽고 아래 5 가지 표준에 의거해서 다음 문장에 대한 본인의 의견을 아래의 표준에 따라 1 부터 5 까지 그 해당 번호에 동그라미 쳐 주시기 바랍니다.

- 1 = *굉장히 반대한다*  
 2 = *약간 반대한다*  
 3 = *중립적인 의견이다*  
 4 = *약간 찬성한다*  
 5 = *굉장히 찬성한다.*

	굉장히 반대	굉장히 찬성
1. 나는 꾸준히 내자신을 더 이해하려고 노력하고 내 강점과 약점을 알고 있다고 느낀다.	1	2 3 4 5
2. 나는 다른 사람들과 동의하지 않더라도 그들의 의견을 존중한다.	1	2 3 4 5
3. 나는 나 자신과 나이와 인종 그리고 경제나 교육 수준이 아주 다른 사람들과도 잘 지낸다.	1	2 3 4 5
4. 나는 외국인들과 파티장에 있을 때 그들과 어울리기 위해서 보통 나아가서 얘기한다.	1	2 3 4 5
5. 나는 내 주위에서 일어나는 모든 일들을 이해할 필요는 없다. 나는 애매함을 참아 낸다.	1	2 3 4 5
6. 나는 방향을 빨리 바꿀 수 있다. 새로운 상황에 적응키 위해 계획이나 기대를 즉시 바꾼다.	1	2 3 4 5
7. 나는 어려운 상황에서도 자주 유머를 찾으며 차후에는 나 자신에 대해 웃어 버린다.	1	2 3 4 5
8. 나는 기다려야 할 때 참을성이 있고 내 현안문제나 예정 또는 계획에 유동적일 수 있다.	1	2 3 4 5
9. 나는 항상 질문을 묻고 읽고 탐색을 한다. 새로운 것들이나 사람 그리고 장소들에 호기심이 많다	1	2 3 4 5
10. 나는 재능이 많으며 항상 나 자신을 즐겁게 생각한다.	1	2 3 4 5
11. 나는 동료들이나 배우자한테 항상 도움을 청하지 않고 문제들에	1	2 3 4 5

자신 있게 달려 든다.

- |   |           |
|---|-----------|
| 12. 나는 일이 잘 못 되더라도 내 정신을 맑게 하고 내 태도를<br>긍정적으로 유지할 수 있다. | 1 2 3 4 5 |
| 13. 나는 잘못들을 저질렀으나 그것들로부터 교훈을 얻었다.                       | 1 2 3 4 5 |
| 14. 익숙치 못 한 상황에서 나는 실행에 옮기기 전에 관찰하고 듣는다.                | 1 2 3 4 5 |
| 15. 나는 남이 얘기할 때 잘 듣는 편이다.                               | 1 2 3 4 5 |
| 16. 길을 잃었을 때 나는 방향을 묻는다. ....                           | 1 2 3 4 5 |
| 17. 나는 진심으로 다른 사람들을 방해하고 싶지 않다. ....                    | 1 2 3 4 5 |
| 18. 나는 사람들을 좋아하고 그들을 있는 그대로 받아 들인다.                     | 1 2 3 4 5 |
| 19. 나는 다른 사람들의 감정에 민감하고 내가 얘기할 때 상대방의<br>반응을 관찰한다.      | 1 2 3 4 5 |
| 20. 나는 새로운 아이디어나 새롭게 일을 처리하길 좋아하고 기꺼이<br>실험해 보려고 노력한다.  | 1 2 3 4 5 |

### 질문 7. 업적 평가

가. **측정:** 선생님 생각으로는 무엇이 직장에서 업적을 평가하는 데 가장 좋은 척도가  
    된다고 생각하십니까? 다음의 10 가지 항목들을 중요도의 순으로 1 부터 10 까지 번  
    호를 매겨 주십시오.

- \_\_\_\_\_ 업무의 경험에 의거한 깊이
- \_\_\_\_\_ 업무의 결과에 대한 경험에 의한 책임감
- \_\_\_\_\_ 업무 활동의 실제 결과에 대한 지식
- \_\_\_\_\_ 내부적 업무에 대한 동기
- \_\_\_\_\_ 업무 성능에 대한 질
- \_\_\_\_\_ 업무에 대한 만족
- \_\_\_\_\_ 가족들의 적응에 대한 만족
- \_\_\_\_\_ 사회적 연결망의 질
- \_\_\_\_\_ 직업 전망의 발전
- \_\_\_\_\_ 전문적인 상호 문화적인 지식의 발전
- \_\_\_\_\_ 기타(간략히 기술): .....

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나. **평가:** 선생님의 현재 업적 수준을 예측해서 100 점 만점에서 점수를 적어 주십시오.

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- 선생님의 전반적인 업무 성과를 100으로 기준했을 때 얼마쯤 되겠다고 생각하십니까?

\_\_\_\_\_ / 100

- 선생님이 알고 계시는 호주의 한국 주재원들의 업무 성과를 전반적으로 얼마로 평가하실 수 있으십니까?

\_\_\_\_\_/100

- 선생님의 경우에 호주생활에 얼마나 잘 적응하고 있다고 보십니까?

\_\_\_\_\_/100

- 선생님 사모님의 경우에는 호주생활에 얼마나 잘 적응하고 있다고 보십니까?

\_\_\_\_\_/100

- 선생님 자녀들의 경우에는 호주생활에 얼마나 잘 적응하고 있다고 보십니까?

\_\_\_\_\_/100

- 호주의 한국 주재원들 경우에는 일반적으로 얼마나 호주생활에 잘 적응하고 있다고 보십니까?

\_\_\_\_\_/100

- 호주의 한국 주재원들의 사모님들은 일반적으로 얼마나 호주생활에 잘 적응하고 있다고 보십니까?

\_\_\_\_\_/100

- 호주의 한국 주재원 자녀들은 일반적으로 얼마나 호주생활에 잘 적응하고 있다고 보십니까?

\_\_\_\_\_/100

### 일반적인 정보

해당 부분에 표시 해 주십시오.

- 성별:     *f* 남자           *f* 여자

- 현재 결혼 상태는?

*f* 미혼 *f* 동거 *f* 기혼 *f* 이혼 *f* 별거 *f* 사별

- 연령 (해당 부분에 표시해 주십시오)

*f* 26-30 세     *f* 31-35 세     *f* 36-40 세     *f* 41-45 세     *f* 46-50 세

*f* 41-45 세     *f* 46-50 세     *f* 51-55 세     *f* 56-60 세     *f* 61-65 세

*f* 66-70 세      *f* 71-75 세      *f* 76-80 세      *f* 81-85 세      *f* 86 세 이상

- 사모님이 호주에 함께 계십니까?

*f* 예   *f* 아니오   *f* 보통 그렇다   *f* 보통 아니다

- 부양 자녀가 있습니까?

*f* 예   *f* 아니오

- 자녀들 중 몇이 호주에 함께 있습니까?

총 \_\_\_\_명 중 \_\_\_\_명

- 종교는?

*f* 개신교   *f* 카톨릭   *f* 불교   *f* 이슬람교   *f* 힌두교   *f* 무속교

기타(간략히 기술):.....

- 종교 활동에 보내는 시간이 한 달에 얼마나 됩니까?

*f* 1 시간 미만      *f* 1 시간 - 5 시간      *f* 6 시간 - 10 시간      *f* 11 시간- 20 시간  
*f* 21 시간 이상

- 어느 정도 정규 교육을 마치셨습니까?

*f* 중학교   *f* 고등학교   *f* 전문학교   *f* 대학교   *f* 대학원

- 일주일에 평균 몇 시간 정도가 사회적(사교) 활동에 쓰여지고 있다고 생각하십니까?

호주 현지인들과는 \_\_\_\_\_ 시간 정도  
호주의 한국 교민들과는 \_\_\_\_\_ 시간 정도  
같은 직장의 동료들과는 \_\_\_\_\_ 시간 정도  
다른 직장의 주재원들과는 \_\_\_\_\_ 시간 정도

- 일주일에 평균 얼마 정도의 시간이 대상국 환경에서 성공적으로 적응하는 데 필요하다고 생각하십니까?

호주 현지인들과는 \_\_\_\_\_ 시간 정도  
호주의 한국 교민들과는 \_\_\_\_\_ 시간 정도  
같은 직장의 동료들과는 \_\_\_\_\_ 시간 정도  
다른 직장의 주재원들과는 \_\_\_\_\_ 시간 정도

- 현재 직장에 얼마 동안 일하고 계십니까?

\_\_\_\_\_년 \_\_\_\_\_개월

- 현재 직책에 얼마 동안 근무하고 계십니까?

\_\_\_\_\_년 \_\_\_\_\_개월

- 이 직장에서도 얼마나 더 근무할 것 같다고 생각하십니까?

*f* 이 임무가 끝날 때까지만

*f* 직장 일선에서 은퇴할 때까지

*f* 길어야 2년

*f* 2년 내지 5년

*f* 5년 이상

대단히 감사합니다. 연구가 마무리되는 대로 요약된 결과를 알려 드리겠습니다.



**Appendix 7: Correlation Table 1 9 (without leadership styles)**

	***	Performance of Expats	Family Adaption	Cultural aptitude tests	Family happiness with move	Spouse Agreement	Language	Business Practices	Local customs	Local values and beliefs	Local Non- verbal behaviour s	Cross- cultural knowledg e and interest
Performance of Expats	PC	1	.390(**)	.226(*)	.141	-.022	.144	.082	-.003	.053	.106	.098
	S		.001	.049	.263	.863	.219	.483	.982	.652	.368	.403
	N	76	75	76	65	64	75	75	75	75	75	75
Family Adaption	PC	.390(**)	1	.067	.309(*)	-.135	.308(**)	.145	-.018	.014	-.078	.096
	S	.001		.568	.012	.289	.008	.219	.876	.904	.511	.415
	N	75	75	75	65	64	74	74	74	74	74	74
Cultural aptitude tests	PC	.226(*)	.067	1	.(a)	.(a)	.221	.300(**)	.367(**)	.260(*)	.356(**)	.367(**)
	S	.049	.568		.000	.000	.055	.009	.001	.023	.002	.001
	N	76	75	77	66	65	76	76	76	76	76	76
Family happiness with move	PC	.141	.309(*)	.(a)	1	-.051	.137	.025	.010	.090	-.118	.040
	S	.263	.012	.000		.692	.278	.842	.938	.476	.348	.749
	N	65	65	66	66	62	65	65	65	65	65	65
Spouse Agreement	PC	-.022	-.135	.(a)	-.051	1	-.171	-.174	-.107	-.164	.065	-.143
	S	.863	.289	.000	.692		.177	.169	.399	.196	.610	.258
	N	64	64	65	62	65	64	64	64	64	64	64
Language	PC	.144	.308(**)	.221	.137	-.171	1	.639(**)	.430(**)	.486(**)	.323(**)	.716(**)
	S	.219	.008	.055	.278	.177		.000	.000	.000	.004	.000
	N	75	74	76	65	64	76	76	76	76	76	76
Business Practices	PC	.082	.145	.300(**)	.025	-.174	.639(**)	1	.716(**)	.588(**)	.579(**)	.860(**)
	S	.483	.219	.009	.842	.169	.000		.000	.000	.000	.000
	N	75	74	76	65	64	76	76	76	76	76	76
Local customs	PC	-.003	-.018	.367(**)	.010	-.107	.430(**)	.716(**)	1	.753(**)	.682(**)	.867(**)

	S	.982	.876	.001	.938	.399	.000	.000		.000	.000	.000
	N	75	74	76	65	64	76	76	76	76	76	76
Local values and beliefs	PC	.053	.014	.260(*)	.090	-.164	.486(**)	.588(**)	.753(**)	1	.656(**)	.850(**)
	S	.652	.904	.023	.476	.196	.000	.000	.000		.000	.000
	N	75	74	76	65	64	76	76	76	76	76	76
Local Non-verbal behaviours	PC	.106	-.078	.356(**)	.277(*)	.201	.285(*)	.197	.350(**)	.022	.210	.323(**)
	S	.368	.511	.002	.017	.088	.014	.093	.002	.852	.072	.004
	N	75	74	76	74	73	74	74	74	74	74	76
Cross-cultural knowledge and interest	PC	.098	.096	.367(**)	.361(**)	.167	.325(**)	.348(**)	.302(**)	-.004	.199	.716(**)
	S	.403	.415	.001	.002	.158	.005	.002	.009	.976	.089	.000
	N	75	74	76	74	73	74	74	74	74	74	76

\*\* Correlation is significant at the 0.01 level (2-tailed).

\* Correlation is significant at the 0.05 level (2-tailed).

a Cannot be computed because at least one of the variables is constant.

\*\*\*

P: Pearson Correlation

S: Sig. (2-tailed)

N: Numbers

## Appendix 8: Correlation Table 2 (leadership styles)

		Delegation manageme nt style	Autocratic manageme nt style	Consultati ve manageme nt style	Persuasive manageme nt style	Flexible manageme nt style	Team manageme nt style
Delegation manageme nt style	Pearson Correlation	1	.432(**)	.619(**)	.266(*)	.393(**)	.392(**)
	Sig. (2- tailed)		.000	.000	.021	.000	.001
	N	75	75	75	75	75	75
Autocratic manageme nt style	Pearson Correlation	.432(**)	1	.638(**)	.400(**)	.469(**)	.366(**)
	Sig. (2- tailed)	.000		.000	.000	.000	.001
	N	75	75	75	75	75	75
Consultativ e manageme nt style	Pearson Correlation	.619(**)	.638(**)	1	.652(**)	.469(**)	.334(**)
	Sig. (2- tailed)	.000	.000		.000	.000	.003
	N	75	75	75	75	75	75
Persuasive manageme nt style	Pearson Correlation	.266(*)	.400(**)	.652(**)	1	.315(**)	.274(*)
	Sig. (2- tailed)	.021	.000	.000		.006	.017
	N	75	75	75	75	75	75
Flexible manageme nt style	Pearson Correlation	.393(**)	.469(**)	.469(**)	.315(**)	1	.327(**)
	Sig. (2- tailed)	.000	.000	.000	.006		.004
	N	75	75	75	75	75	75
Team manageme nt style	Pearson Correlation	.392(**)	.366(**)	.334(**)	.274(*)	.327(**)	1
	Sig. (2- tailed)	.001	.001	.003	.017	.004	
	N	75	75	75	75	75	75

\*\* Correlation is significant at the 0.01 level (2-tailed).

\* Correlation is significant at the 0.05 level (2-tailed).

a Cannot be computed because at least one of the variables is constant.

\*\*\*

P: Pearson Correlation

S: Sig. (2-tailed)

N: Numbers